

SIMPLE WAYS TO MANAGE

STRESS

Gurumantras by
**PROMOD
BATRA**



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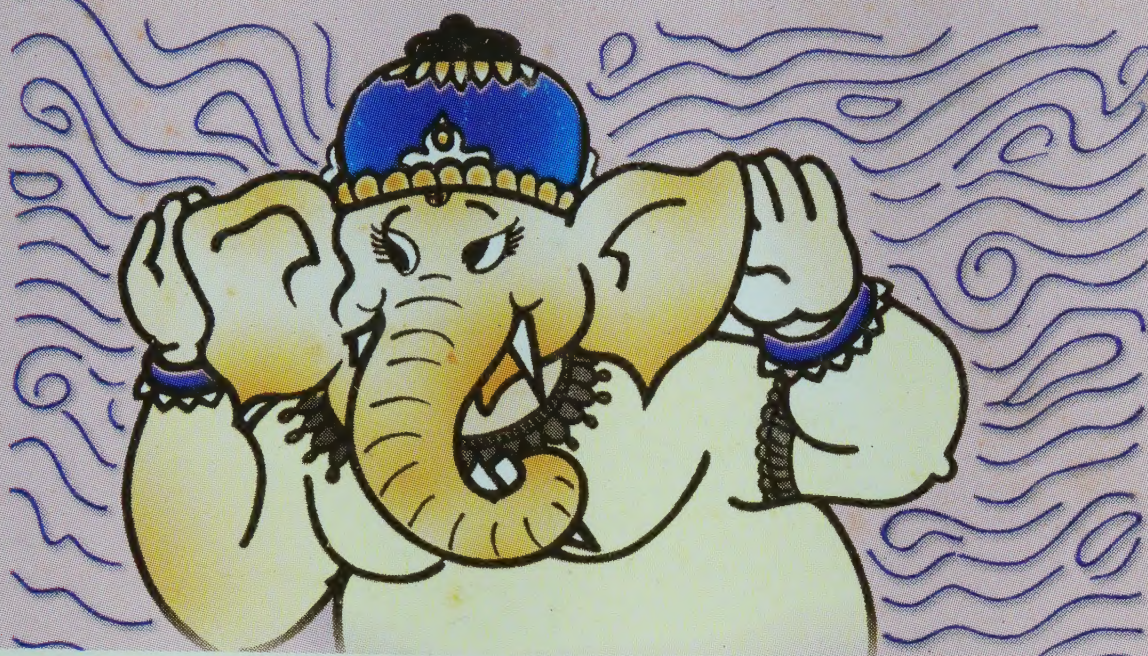
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INSPIRATION FROM LORD GANESHJEE



Lord Ganeshjee's **Big Head** inspires us to think big and think profitably; the **Big Ears** prompt us to listen patiently to new ideas and suggestions; the **Narrow Eyes** point to deep concentration needed to finish tasks in hand well and quickly; the **Long Nose** tells us to poke around inquisitively to learn more, and the **Small Mouth** reminds us to speak less and listen more.

GANESHA is known throughout the length and breadth of South Asia as the fountainhead of wisdom and courage. When laying the foundation of a building, Ganesha is invoked before placing the first stone. No new business or industry is started without a prayer to him. Prayers to Ganesha precede all religious ceremonies. Travellers on lonely roads stop and pray at roadside Ganesha shrines, comforting themselves that Ganpati will remove all dangers in their path. In Maharashtra and Orissa it becomes a frenzy which has to be seen to be believed. At Diwali and New Year many greeting cards are Ganeshas, and so on...

For a few years Ganesha has fascinated me as a student of management. I did some research on the subject which I want to share with you so that we can all become more effective managers. Management is always 86% of the problem—on the job, in business and at home. Symbology has been one of the most effective ways to communicate ideas since the dawn of civilization. It is an effective visualization-cum-association, and during a training session it becomes an audio-visual show! Let's go to the symbols of Ganesha to get our managerial inspirations.

Ganesha's Background

Ganesha's background is very interesting. His excellent image took thousands of years to evolve. In Hindu civilization, Brahma stands for creation, Vishnu for preservation and Shiva for destruction. Ganesha is unique because he emerged before and alongside, and took his place among these principal dieties, as the son of Shiva and Parvati, because of his wisdom and courage and the depth of his influence in the population.

Ganesha started emerging as early as 1200 B.C., about the time of the *Mahabharata*, and was worshipped by several sects in different parts of the country. Ganesha is believed to embody OM, the sound from which the world was created, and VAK, the first word. Early representations of Ganesha show an elephant-headed warrior with the beard of a *rishi*, with a sword

and snake in one hand and quill pen in the other, and a trident to one side—the embodiment of courage and wisdom combined. Later, in the Deccan region, Ganesha is pictured with a sheaf of corn and sugarcane, and driving a rat—his wisdom and courage made it possible to conquer the farmer's worst problem, namely rats, and assure a bountiful harvest. Here Ganesha is the guardian and protector of success, in this case a good harvest.

Different stories of the origin and qualities of Ganesha arose in different parts of India over the years. Many of these—often contradictory—are contained in the Puranas. These stories teach the truths and beliefs and values of the religion in the simplest ways possible—including by laughing and poking fun at the gods in their all-too-human predicaments. It leaves a lasting image in the minds of adults and children alike. These stories are important and interesting, and I would strongly suggest that my readers do their own research in this area.

What Ganesha Means for Managers

What I have found to be the common thread in Ganesha's long evolution is his **wisdom and judgement**, his **ability to solve problems and remove obstacles**, his **capability as a communicator**, his **goal orientation**, and his **adaptability**. When you think about it, these are the qualities that our forefathers needed as they advanced from hunters to agriculturalists and citizens. More and more they needed wisdom and judgement, not just strength, to survive. These qualities are no less at a premium today, especially for managers, as we approach the 21st century.

A Ganesha manager likes people, all different kinds of people, and he likes to work. He enjoys doing things better. He is always looking forward, with clear and friendly eyes. He likes to set goals and solve problems, and because he likes this challenge he is becoming better and better at it. He likes to help others realise goals. He nurtures his own understanding and

discrimination by reflecting on his own and others' experience. He always operates at 150 percent of capacity; he knows that is what keeps him happy and growing.

The opposite, is Gobarganesha. He's so full of himself that he doesn't have time for others. He's always oppressed, always put upon. He mistakes his rump for his head, and piles up problems there, carrying them around instead of solving them. He just can't seem to get up any steam. He's terrified of change. He hopes that by obediently wallowing he can survive. He can't lead others; he's got no goal. The fact is, he doesn't know what he wants to be or do. It never occurred to him that that's something he has to decide for himself. He makes others feel tired and unhappy; such a huge potential getting wasted!

The Ganesha Way

Ganesha is Vigneshwara, the Remover of Obstacles.

Ganesha was the son of Shiva and Parvati. Shiva and Parvati, as husband and wife, had differences like any husband and wife have today. Shiva travelled a lot. It was like this: Shiva came and went as he pleased and Parvati was irked by his intrusions on her privacy. Parvati posted Nandi, Shiva's attendant, at the door of her palace with specific instructions not to allow anyone to come in when she was having her bath. As usual, Shiva walked in, and Nandi did not stop him.

Parvati had no choice but to get an attendant who was loyal to her. According to mythology, Parvati, in her own right a goddess, made a son out of the saffron paste she removed from her own body and created a boy. She liked her creation so much that she made Ganesha her son. Shiva came again one day from his travels and was stopped by Ganesha from entering his own house without the permission of Parvati. Shiva, known for his quick anger, went away in a huff.

Well, according to our mythology, Shiva had to use his army, his associates and their armies, but still could not defeat Ganesha. Eventually he had to be-head Ganesha by unfair means. Parvati was furious, and used her *shakti* to create Ma Kali and Ma Durga. It was confusion compounded.

Eventually, Shiva realised his mistake and used his powers to revive his son Ganesha, with the head of an elephant. Shiva blessed his son and decreed him to be worthy of worship forever. He also gave him the name Vigneshwara — one who can remove obstacles. With an elephant head, a pot-belly, and a tiny rat vehicle, Ganesha had a lot of obstacles to overcome from the outset! Did he run away and hide? Did he try to bluff? No. He met the obstacles head-on. He converted his disadvantages into advantages!

Ganesha is the symbol of wisdom and judgement. The elephant head is the over-seeing, all seeing, eternal witness, the Unmanifest Supreme. Below the head is the belly, the symbol of the manifest, the mortal. Ganesha is the Lord of all, Manifest and Unmanifest. The memory of an elephant is, of course, legendary. Ganesha's twisted trunk represents the zig-zag path to wisdom. It reminds us that there is no direct path, that we must turn right and left in the search for truth. The elephant uses his ears to winnow his ideas and experiences, to separate the essential from the non-essential. All experience must be subjected to scrutiny to determine what is essential and what is non-essential. This is a critical aspect of judgement. The wise do discriminate as to what to do and what not to do.

Ganesha's great belly is equated with space; it is vast enough to hold all wisdom and all life! Moreover, the pot-belly has endeared him to the population as it makes him look like a loveable child — full of sweets, natural and guileless. Gentle and harmless, Ganesha uses his great strength only when provoked. Good managers can learn from this!

Ganesha is goal-oriented. Ganesha's progress was very slow and steady. The elephant seems to swerve, but is only

swaying in the straight. He makes it to his goal with unhurried grace. Ganesha rose from the ranks to hold high office. He was in the right place at the right time. Lokmanya Tilak began the tradition of making the Ganesha Chaturthi festival a community event in 1892 to bring the people together to achieve the goal of independence!

Ganesha's vehicle, the lowly mouse or rat, stands for the dark, fertile forces of the earth into which it burrows, avoiding light. As a recurrent threat to the harvest, it had to be overcome. But the rat also represents swiftness of movement; he burrows with his sharp teeth, chews through anything, squeezes through the smallest hole. In this way, he is an excellent transport for Ganesha, who has to be everywhere and anywhere at short notice to remove obstacles.

Gobarganesha, by contrast, avoids action and movement. He does not like to be in the spotlight. He does not like a challenge. He does not set goals. He prefers to wallow in his own problems and pre-occupations. He may do what he's told, but not without grumbling.

Ganesha, the writer and communicator. It is believed that Ganesha wrote the *Mahabharata*. The sage Vyasa, under instructions from Brahma, dictated the *Mahabharata* to Ganesha, who used his tusk to write. There were conditions to this arrangement. Vyasa was to dictate without a pause. *And Ganesha was to understand every word and thought and its implications before writing it down.* Ganesha increased his wisdom. There is a lesson for us as managers in this arrangement, namely that whatever we tell or are told, we must understand and see through to the implications of spoken and written words.

Mahabharata, or for that matter any important document, should not be read in a hurry. It should be understood and digested and reflected upon. Further, to benefit more from *Mahabharata*, it should be listened to one small part at a time. The ability to write is one of the basic traits of a good manager. Good writing and good communication is only possible when thinking is clear and understanding is deep. In Ganesha, the manager will find the needed inspiration. Amen.

Ganesha's quick thinking solves problems. Once Shiva and Parvati got a pot of the nectar of supreme knowledge. Both sons, Kartikeya and Ganesha, wanted it. The parents had no choice but to set up a competition. They declared that whoever went around the world seven times and returned first would win the pot. Kartikeya instantly started circling the world on his peacock ...

Ganesha, using the mental library in his big head, analysed the situation, did the SWOT (strengths, weakness, opportunities and threats) and realised that because of his bulk and slow mount in the form of the tiny mouse, he could not compete with his elder brother. He went through the Vedas floppies in his mind, where he found that one's parents are bigger than anything else in the world. So, Ganesha went around his parents seven times and staked his claim to the pot. Shiva and Parvati had no choice but to give Ganesha the pot of nectar. When Kartikeya returned he was deeply hurt, and after that both brothers went in different directions. It happened then and it happens now between brothers.

Ganesha is adaptable. Due to his unique form, Ganesha could absorb symbols over the centuries. He is the most adaptable God. In fact, adaptability became his way of life. He acted, observed, reflected and changed constantly over the years. When he found a better way, he adopted it.

Ganesha travelled abroad, and changed with ease. Of course, he suffered in status and stature like any Indian going abroad, but his essence remained intact — an inspiration for any world-travelling manager! Gobarganesha, by contrast, is a fixed lump. He can't conceive of change with time or circumstance. He does only what his father and grandfather did. ■

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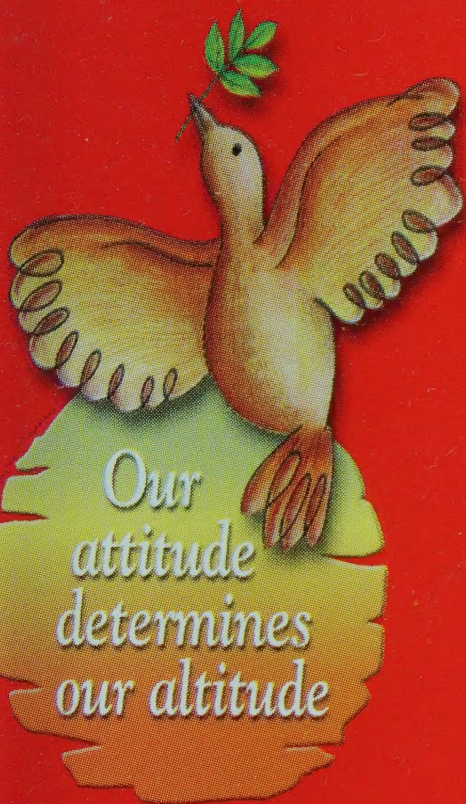
PROMOD BATRA : VIJAY BATRA'S

SIMPLE

Attitudinal Gurumantras

FOR BETTER

Self-Motivation



1

Sukhi Ram Dukhi Ram



2

Cows don't give milk!

It has to be extracted, and that too drop by drop.



3

KFP - BFP



4

RESPOND, DON'T REACT



5

**No one is a perfect 10!
8/10 will do!!**



6

**Don't Make Best
The Enemy of Better**



7

**Do important jobs now
Before they become urgent.**



8

**Success is a Journey...
Not a Destination!**



9

**Get busy, more busy and
more busy... with PASSION!**



10

and the Mahamantra is

MANAGEMENT IS
THINK
ASK : DO



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Son Co.**

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Self-Management

**The Simple Art of
Living ♦ Loving ♦ Learning**

MANAGEMENT

DELIGHTFUL DOZEN

- 1 Management is **THINKING** Positively.
- 2 Management is **ASKING** the right questions.
- 3 Management is **DOING** the essential things.
- 4 Management is **DELEGATING** but not forgetting.
- 5 Management is **PRIORITISING** every morning.
- 6 Management is **CHECKING** without nagging.
- 7 Management is **HONESTY** with commonsense.
- 8 Management is **ANGER** control everyday.
- 9 Management is **WIN-WIN** with dignity.
- 10 Management is **GOALS** which matter.
- 11 Management is **PEOPLE** working together.
- 12 Management is **SUCCESS** with humility.

MANAGEMENT

DIRTY DOZEN

- 1 Management is not **SHOUTING**.
- 2 Management is not **WORRYING**.
- 3 Management is not **COMPARING**.
- 4 Management is not **BULLYING**.
- 5 Management is not **COMPLAINING**.
- 6 Management is not **YES-SIRING**.
- 7 Management is not **SHOWING OFF**.
- 8 Management is not **SULKING**.
- 9 Management is not being a **FASHIONWALA**.
- 10 Management is not **FROWNING**.
- 11 Management is not **BLAMING**.
- 12 Management is not **RIGIDITY**.

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SIMPLE WAYS TO MANAGE STRESS

Promod Batra

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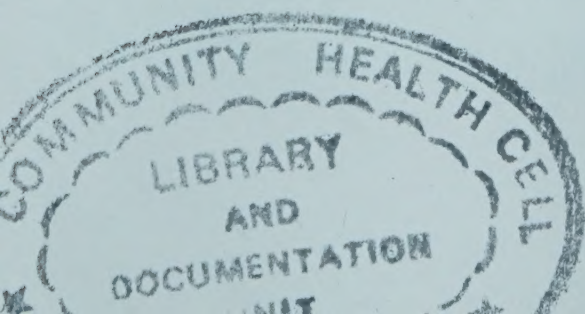
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by Promod Batra

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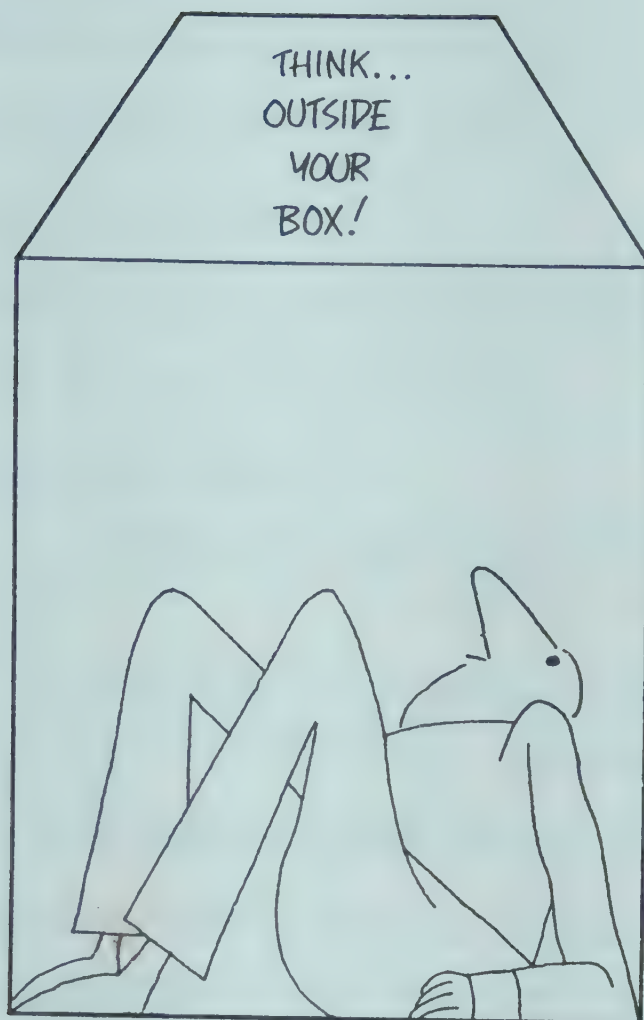
Dedicated to
my father, the late Shri Sri Krishan Batra,
for doing small, small things greatly for me.

Thank you, father.



Inspiration from Lord Ganeshjee

Lord Ganeshjee's **big head** inspires us to think big and think profitably; the **big ears** prompt us to listen patiently to new ideas and suggestions; the **narrow eyes** point to deep concentration needed to finish tasks in hand well and quickly; the **long nose** tells us to poke around inquisitively to learn more; and the **small mouth** reminds us to speak less and listen more.



You have to be
very clever to do
simple things!™

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Foreword

It is a pleasure to write this foreword for Mr. Promod Batra's new book *Simple Ways to Manage Stress*. Mr. Batra has already written several management related books which have commanded respectful attention in a crowded market. The new book is his contribution to successful stress management in day-to-day life.

Stress can be defined in various ways. However, it always relates to an imbalance between demands made on us, generally from external sources, and our capabilities to meet these demands. Such an imbalance can and does lead to physical, physiological, psychological and mental consequences which threaten happiness and also create conditions for physical diseases like high blood pressure, coronary heart disease, peptic ulcer and a host of others.

Stress is inevitable. It has always been present and will continue to be present regardless of gender, age, social class, wealth, profession and the times in which we live. Stress is not necessarily harmful but can be an asset, as long as it is tolerable, by creating healthy competition among individuals. But since stress mostly leads to unpleasant consequences, and is inevitably present and cannot be avoided, it is important that stress and stressful situations be adequately managed by the individual.

Mr Promod Batra's book is a well-written, lucid, interesting and practical guide to managing stress in day-to-day living to achieve a happy and, to the extent possible, a

FOREWORD

stress-reduced life. Much of that is written is based on his own experiences and the philosophy which he has developed for himself by active interaction with others as well as a study of the writings and experiences of great leaders of Indian mythology in addition to men and women in flesh and blood who lived not too long ago or are still alive and vibrant. There is a mega-dose of common sense in what he says and personally does, which can certainly be translated into practice by the reader.

I have enjoyed reading Mr. Promod Batra's book. I hope that other readers will similarly enjoy it and benefit from the commonsense words of wisdom given in it to achieve active, happy, healthy, productive but low-stress lives, and so be better people altogether. Everyone can improve.

Prof. M.L. Bhatia

November 28, 1994

Medical Director,
Escorts Heart Institute
& Research Centre,
New Delhi

SIMPLE WAYS TO MANAGE STRESS



Stress, in simple terms, is like a fire — more precisely, embers, permanent embers. We can either control them to be harmless embers and enjoy their glow, or fan them into huge fires. Not knowing better, many of us do the latter.

Preface

To be stressfree, you have to weld your weak link...

Stress is a “funny” emotion! It starts even before we are born and stays with us till the last moment when we meet our maker.

Stress is not dependent upon whether you are young or old, boy or girl, rich or poor, educated or uneducated, servant or master. Stress is not dependent upon where you live ... whether in New York or in New Delhi or in a small town or in a village or in Rishikesh or on Mount Everest.

Stress is not today’s phenomenon; it was there when man was a hunter or was being hunted. People say that we have more stress these days, but my feeling is that it may have been even more in the earlier ages.

Well, the past is history now and in today’s world stress is as much a part of life as breathing or walking.

Stress is very, very complicated and experts spend decades on understanding and then treating stressful people. I have no desire, in these pages, to go into the details; my attempt is to share with you simple ways by which you can surely reduce stress — even up to 86 per cent.

Stress, in simple terms, is like a fire — more precisely embers, permanent embers. We can either control them and enjoy their glow or fan them into huge fires. Not knowing better, many of us do the latter.

I have always believed that complicated problems in life

SIMPLE WAYS TO MANAGE STRESS



In the race to be better or even best, do not miss the joy of being. Look for serenity and you will find it around the corner like I have found it in Humayun's Tomb with my buddies Subhash Vohra and Saniyasnain Khan.

PREFACE

have simple solutions, and simple problems also have simple solutions. One of the complicated problems I have is that I live in a small three-bedroom flat with no green lawns attached to it. Now, this can be stressful. But my simple solution to cope with this deficiency is to go to the nearby Humayun Tomb's spacious and well manicured lawns filled with hundreds of peacocks and parrots and thousands and thousands of pigeons and crows. It is surrounded by a Gurudwara, a railway line and the Yamuna river. It is a dream place for me, but then very few enjoy these facilities and consequently complain about pollution, crammed up accommodations and crowded lanes. Such people subject themselves to a lot of unnecessary stress.

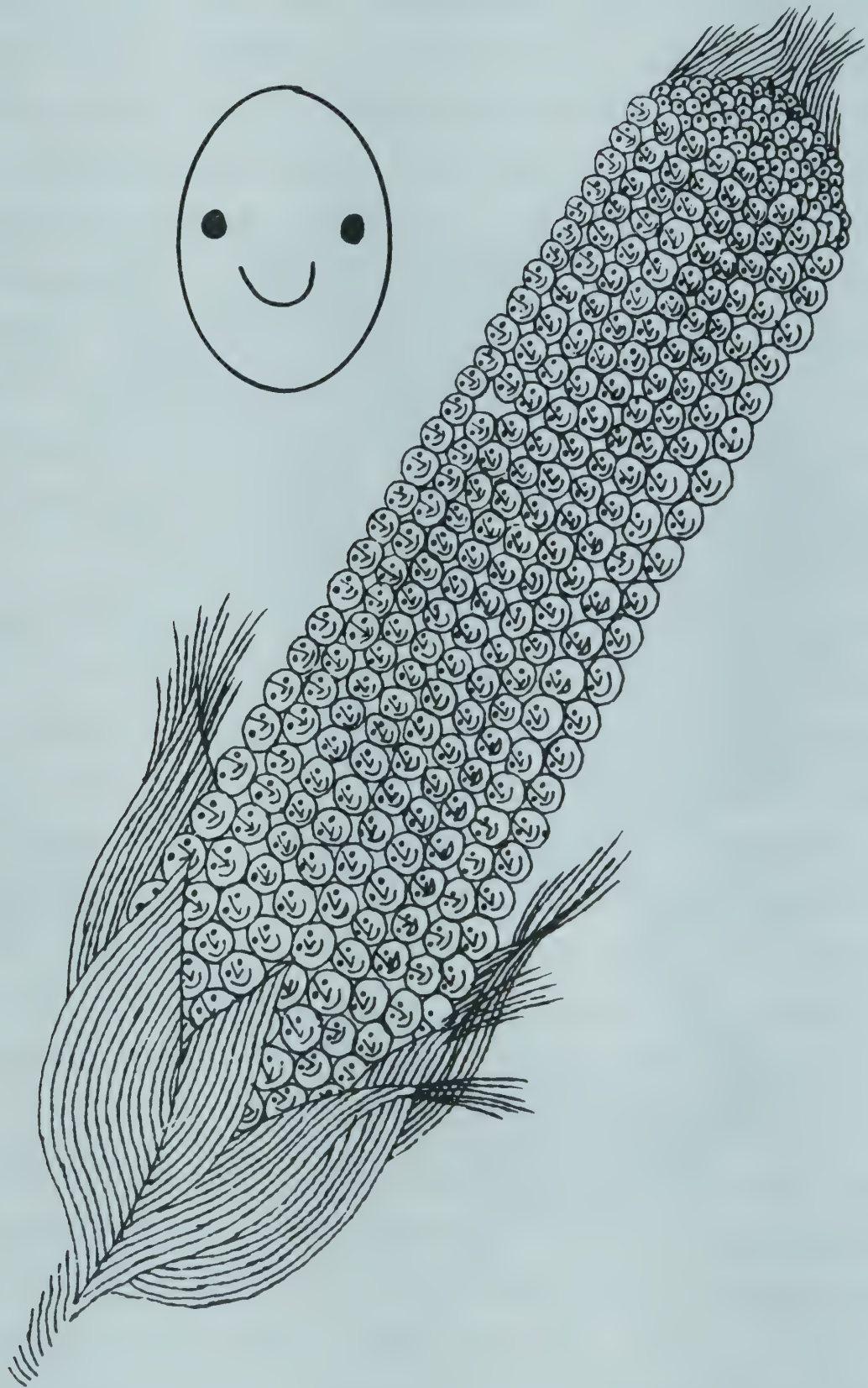
Again, a typical problem causing stress is “success” in your profession or business. Well, why should it? One can take failures and successes in stride. You can make your life either very stressful or very simple depending upon what you choose. Your life, like mine, is a series of choices. You can choose to get drunk tonight, but when you do so, you have chosen to feel miserable tomorrow. Nothing wrong in having a hangover once in a while. In fact, looking back at the last twenty years, maybe I had a few good hangovers — part of life's experiences or adventures.

You have to live your own life. You can decide to live either a happy life or a stressful one. You can live through the years with the attitude that “I will do my best and then to hell with it,” or you can live a life full of fears, doubts and jealousies. The choice is yours — to be happy or to be stressful irrespective of anything...I repeat—anything.

Stressfree-ingly yours,

Promod Batra
October 15, 1994

SIMPLE WAYS TO MANAGE STRESS



But please, Ladies, let me include you as “one of the boys.”

A Note

An explanatory note... to serve as “background music” for my lady readers when they are going through this book. My guru, Dr. Leon A. Danco, Ph.D., has made my job easier by having said:

This is probably as good a place as any to explain the masculine bias in my English and in this book. I grew up in a male-dominated world and the great majority of successful business owners today are males. The same is true — though on a steadily decreasing scale — of their successors. My knowledge and experience were gained in this world, but this should not be taken to mean that I ignore or minimize the role of women. It's just that I haven't had enough experience with female entrepreneurs to feel that I can speak knowledgeably about them. Women today are becoming increasingly involved in family business as owners and managers, an involvement I welcome greatly. Where my English seems to slight that increasing role, however, the blame properly lies with the language. English never got around to inventing genderless pronouns other than “it”, and the constant use of he/she, him/her, or even son/daughter in a manuscript this long would drive us all to distraction. I beg your forbearance...and forgiveness. But please, Ladies, let me include you as “one of the boys.”

SIMPLE WAYS TO MANAGE STRESS

.. the crow used stones to
raise the level of water in the jug.
LOOK AROUND, THINK AND SOLVE YOUR PROBLEMS
WITH IMAGINATION..



□ Think Inc., Batra

GeetaVadhera94

Most stressful problems are really the absence of ideas

PROBLEMS cause stress and abnormal blood pressure. So it is very logical that once we reduce our problems, we should be able to reduce our stress and abnormality of blood pressure. Incidentally, we can't eliminate problems unless we decide for the final exit — the very thought of this itself is very stressful!

Why do we have problems? Well, roughly speaking one third of our problems are there because we are alive and kicking; another one-third of our problems are created ourselves and the remaining one-third of our problems exist because of our *laalach* and *izzat* (greed and ego).

Now, if we have a magic wand, we can solve our problems. We stupidly search for one when none exists!

What to do? Well, I do not know it all, but I can tell you what I do!

Read again what I have said and you will realise that by merely understanding life and by reflecting on its problems, you will be able to reduce your problems in focus. It won't be done instantly. Slowly but steadily, one by one, take care of each problem by looking for simple, simple ideas to arrive at solutions.

The first step toward solving a problem is to begin.



And you will surely reduce stress.

Remember not to make “best” the enemy of “better”. To solve silly problems, even the second or third best solution can be good enough.

Let me give you my recent experience. I returned from a 36-day vacation spent in the USA with my son and his family. It was a once-in-a-lifetime vacation. On return, I found myself surrounded by thousands of problems — on many fronts — each causing me stress and strain. There were illnesses and deaths in the family, bills to pay, pending work, reminders, jet lag, and so on. Well, I did get dazed for a couple of days but soon regained my composure and started solving one problem at a time. On my mental screen, I projected the concept of an hourglass in which only one particle goes through at a time, and applied that to my problems; this way I was able to take care of ten to fifteen problems per day. And in a month, I cleared my backlog.

In particular, when too many problems are causing you enormous stress and strain, do the following:

1. Think... there must be a better way to solve these problems. It helps to remember the crow and jug story! Recall similar stories and incidents.

2. Ask, ask, ask...from yourself and from others, how to do things in better ways. Maybe certain things should not be done at all or should be clubbed with other activities! Don't forget that even stupid questions will get you intelligent and commonsense answers.

3. Do it now! Start doing it. Don't forget that the first step towards solving a problem is to begin. I agree that the first step is the most difficult one, but taking it will kill procrastination — a disease or a problem in itself. Of course, do not forget to prioritise your problems first. Those which

THE

M stands for
Merging
Problems

I stands for
Improving
Solutions

S stands for
Simplifying
Ways

E stands for
Eliminating
Stressful Ways

R stands for
Reducing
Stress

CONCEPT

are “C” category jobs should be delegated to others, but do not forget to check and re-check till these get done.

There is always a silver lining in any gloomy situation, provided you starve the problems and feed the opportunities. For every problem, there could be several solutions and solutions point towards opportunities. Columbus saw his silver lining in discovering the New World, when he was actually trying to discover a better trade route to India.

In my own case, I apply the MISER concept to solve my problems. MISER... where M stands for Merge, I for Improve, S for Simplify, E for Eliminate and R for Reduce. MISER is an excellent conceptual sieve that helps in reducing many problems to a very few ones. It is applicable during working and non-working hours. In fact, housewives can also apply it successfully.

I strongly recommend you get going. Take the first step. Good luck.

SIMPLE WAYS TO MANAGE STRESS

To be conscious of
your ignorance is
the first step towards knowledge.



Learn the simple pleasures of life.
FIND OUT YOUR AREAS OF IGNORANCE.

Convert your foolish pleasures into simple pleasures

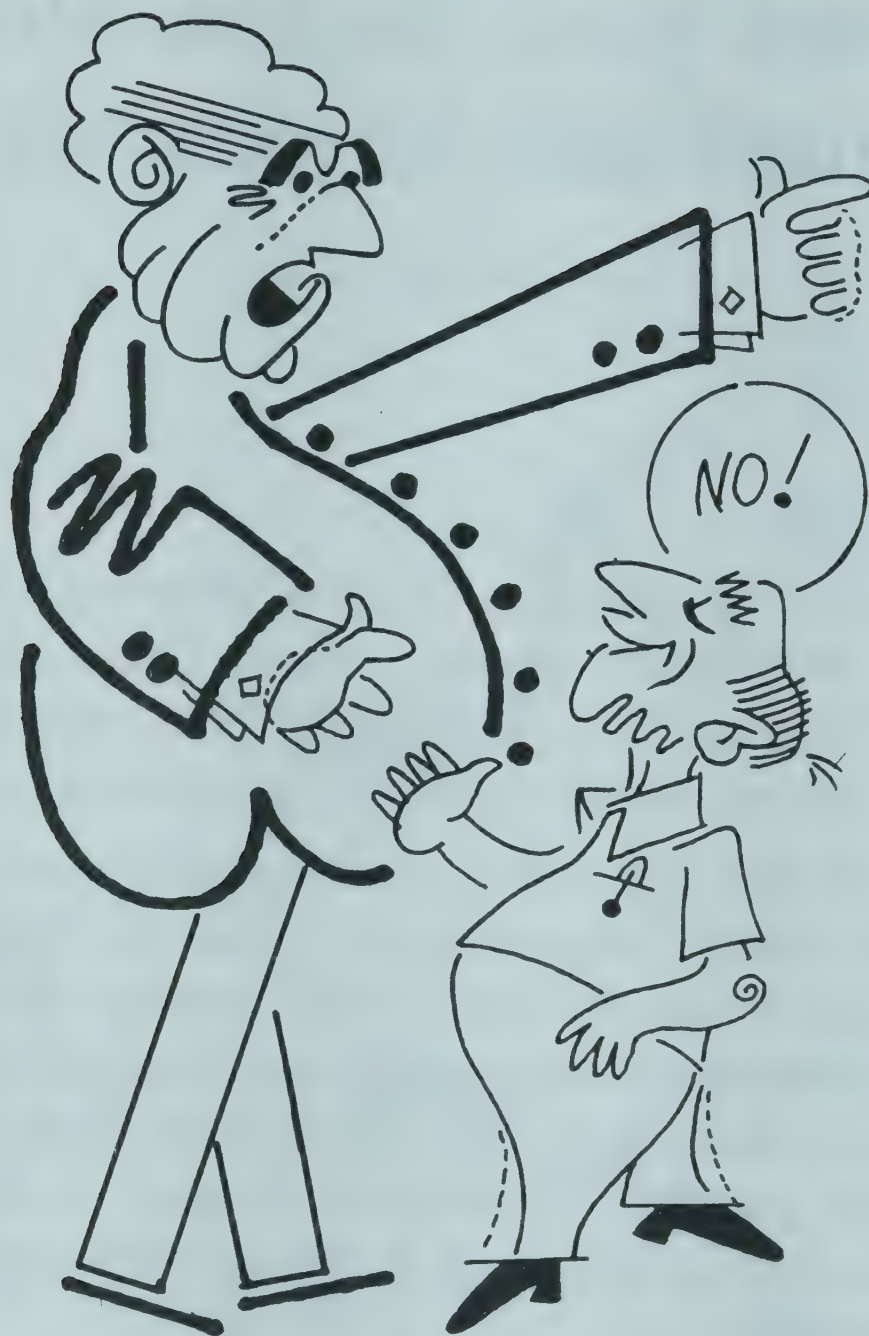
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S I am greying (maybe growing older too!), I think I am getting wiser. These thoughts arise because my wife has started saying more and more, “Look at your age, look at your age!”

I think that my life is coming more into focus now. Maybe it is more “sour grapes,” “*ghar ka budhu*,” “tunnel vision,” and so on. Of late, I am getting more and more involved in thinking about stress, happiness, joys and pleasures. This may be due to the fact that I now have to deal more closely with people — eyeball to eyeball — and I see too many questions in their eyes that ask, “Why does it have to be me... why?”

I really do not know. I am not interested in finding out answers to very complex problems. I am an ordinary person, with average intelligence (not stupid), but with an overriding desire to make myself happy, because when I am myself happy, I can make others happy too. I further believe that when I go up to meet my creator and my one page comes on the screen, I am likely to be sent back again to enjoy and spread more happiness around on this earth!

I want to share with you my ongoing research, which



Henry Ford bought flowers for his wife from a shop every Friday evening. Once he asked the old florist, "Gentleman, you have a good shop. Why not open a branch?" Florist, "Sir, then what?" Henry Ford, "You will then have several branches in Detroit." Florist, "Sir, then what?" Henry Ford, "Then all over the USA." Florist, "Sir, then what?" Henry Ford, angrily, "Damn it, you will then be stress free." Florist, "That is what I am now!" Ford walked away sheepishly.

has recently taken a new tangent into the management of pleasures to reduce stress. Here I go...

I have finally concluded that there are two types of pleasures — simple pleasures and foolish pleasures. Unfortunately, it is our nature that we get attracted towards foolish pleasures which inherently contain stress and cause strain. For my own happiness, I have decided to restrict myself to simple pleasures instead of going in for foolish pleasures.

Maybe you want me to illustrate, at the outset, the difference between simple pleasures and foolish pleasures. Recently, there was a news item about new status symbols — watches costing between Rs. 2 to Rs. 6 lakhs, pens ranging from Rs. 6,000 to Rs. 20,000 and sunglasses costing between Rs. 35,000 and Rs. 1,50,000. Now, suppose you buy one such pair of sunglasses; when you wear them, you will really have the pleasure of affluence. But suppose you leave them behind in a meeting and the office has closed; till next morning, you will have a “foolish pleasure.” You can think of many such items we have ... like farms where you cannot go for weeks together and the servants are having a jolly good time, and so on!

My research became serious when during my visit to the USA I observed that the name of a boat in Port Liberty was “Foolish Pleasure”! There were many other boats with different names painted on them like we have on trucks and scooters back in India. I started wondering about the underlying significance of the name on the boat, and realised how true it was. The expensive boat is possibly used for a few Sundays during the summer months only, and for a few hours each Sunday, and the expense and the botheration involved amounts to making the pleasure foolish. And I

SIMPLE WAYS TO MANAGE STRESS



There's a fine old proverb I reflect on often which says, "For the ignorant, old age is a winter; for the learned, it is a harvest." It implies so much. Winter is something that just happens to people, while a harvest is an active, joyful process...a reward for the planning and effort that went in before.

think all this would probably be resulting in stress and strain for its owner.

A foolish pleasure becomes a simple pleasure when one who indulges in such a pleasure can conveniently afford it — money- and time-wise! A simple pleasure makes you stressfree while a foolish pleasure makes you stressful.

We in India are more or less following in the footsteps of Americans. Americans are very functional people. They have invented extended weekends to enhance their foolish pleasures. Their Memorial Day is on the last Monday of May, like their many other holidays that fall on Mondays, giving them many extended weekends to indulge in their foolish pleasures. This gives them a lot of stress and strain, and then they go to psychiatrists (head shrinkers) to be able to relax and become stressfree!

Maybe we can learn more about enjoying simple pleasures. Think about it.

Talking about simple pleasures, years ago I decided to sign cheques (which are sent to me several times a day by our Finance Department at the office) instantly. When I sign, I feel I am making the recipient happy. I know my friends consider it a routine chore and a “C” category job that is tedious... some even feel stressful, as if the monies are going from their personal accounts. But such powers are given only to a few; then why not enjoy it as a job perquisite — a simple pleasure! The definition of simple and foolish depends on how you see it in your mind, and accordingly increase or decrease your stress. In my own case, my recent trip to the USA was full of simple pleasures.

Going to the USA costs a hundred thousand rupees. It is a lot of money — almost equal to what one has to spend



Thank God for your grandchildren. And then learn how to play with them. Don't try to change them; get to know them, engage them, and adapt yourself.

on open-heart surgery in India! I definitely can't afford it but then I have my son and his family who are there in the USA. Playing with grandchildren is pure fun which very few lucky people are able to enjoy. And this is the simple pleasure I went there to enjoy.

I made a barter arrangement with Air India in which they gave me a return ticket and I gave them my books for that much money. I had the additional simple pleasure of knowing that possibly 600 copies of my books would be given to staff and associates of this airline. Moreover, I have a deal with my son that when he comes here, I pay all his expenses and he reciprocates when I am in the USA. This way, he becomes a pleasurable son.

Now, playing with Gayatri and Gaurav (my grandchildren) was a very good simple pleasure. One can enjoy grandchildren only when they live far away! Even to be happy with Gayatri, I had to compromise with my conscience — to convert foolish pleasure into a simple one. Gayatri wanted her happiness first and would sometimes not play with me. She gave more importance to a bunch of keys than to me! My “position” impressed my son and my daughter-in-law but definitely not Gayatri. She remained unimpressed with my status in the family. I had to think of ways of “bribing” her, i.e. candies and cookies. It always worked. I started bribing her more when her mother wanted to be tough with her. I would “rescue” her so that she could play with me. Slowly, she became my friend. The high point of my simple pleasure was reached one night at 11 o' clock when little Gayatri came into my room and slipped into my bed. Within a few minutes, she was fast asleep like most babies. It was pure ecstasy for me. A simple relationship can be so pleasureable but very often we are not able to enjoy

SIMPLE WAYS TO MANAGE STRESS



*DESCARTES

Man's ability to think distinguishes him from the animals.
Therefore, think in order to enjoy the simple pleasures of life!

such simple relationships. The more I thought about it, the more I realised that many of us can be stupid enough to forego such pleasures because of our silly egos and routine excuses.

Recently, there was a marriage in my family circle. Within a year, a baby girl was born. There is an ongoing fight between the families for silly reasons. The couple is separated. The few-months-old girl, who should be the apple pie of all, is not getting the attention she needs. Also, the grandfathers are being denied the simple pleasures of playing with her. I witness similar situations in many families. In most cases, small things are magnified to the extent that they become monsters.

In another family known to me, the son and his two small children live with the parents. The ladies fight! What a pity! I feel they are sacrificing all the pleasures of life. If one can afford it, one must keep married sons away... beyond 60 km. And married daughters should stay 300 km away! Under such circumstances, we can surely have many more simple pleasures.

I am looking forward to more simple pleasures like receiving letters from my grandchildren — maybe in three to six years and also of reciprocating, because kids get thrilled when they receive letters addressed in their names. I get cards from my Gayatri and Gaurav which are prompted by my daughter-in-law, Monica. Still it's a great pleasure. Thank you, Monica.

My grandson is only five months old. But when I look at him, I get a lot of simple pleasure. When he smiles at me, it is divine pleasure for me. As I was with them for 36 days, I was able to enjoy such simple pleasures in plenty.

SIMPLE WAYS TO MANAGE STRESS

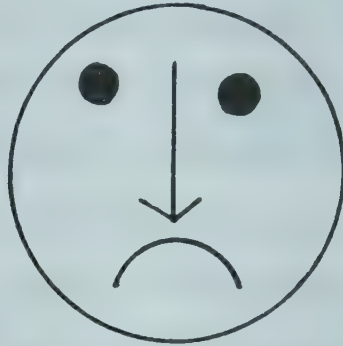


If you look, you will find pleasures virtually around the corner. For example, get up once a month to see the sun rise and observe mankind coming to life.

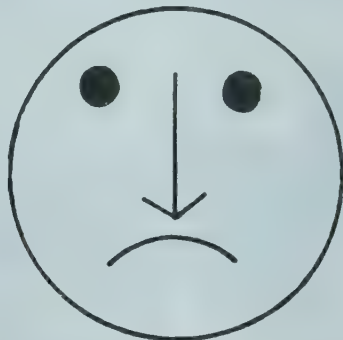
So it boils down to the fact that to manage your pleasures you do not have to be a Rockefeller or a Tata or a Birla or any other great or big man! You have to be merely a mature person... to learn from books and friends and, more important, by talking to yourself and judging what will bring you simple pleasures and what is likely to take you towards foolish pleasures. Simple. It is my simple pleasure to tell you about my simple pleasures so that you can also enjoy simple pleasures. And if you want to have more simple pleasures, share your simple pleasures with those whom you want to have more simple pleasures. Elementary! Is it not? It sure is.

SIMPLE WAYS TO MANAGE STRESS

WATCH YOUR THOUGHTS
THEY BECOME YOUR WORDS



WATCH YOUR WORDS, THEY BECOME YOUR ACTIONS



WATCH YOUR ACTIONS, THEY BECOME YOUR HABITS



WATCH YOUR HABITS, THEY BECOME YOUR CHARACTER



Manufacture good thoughts only



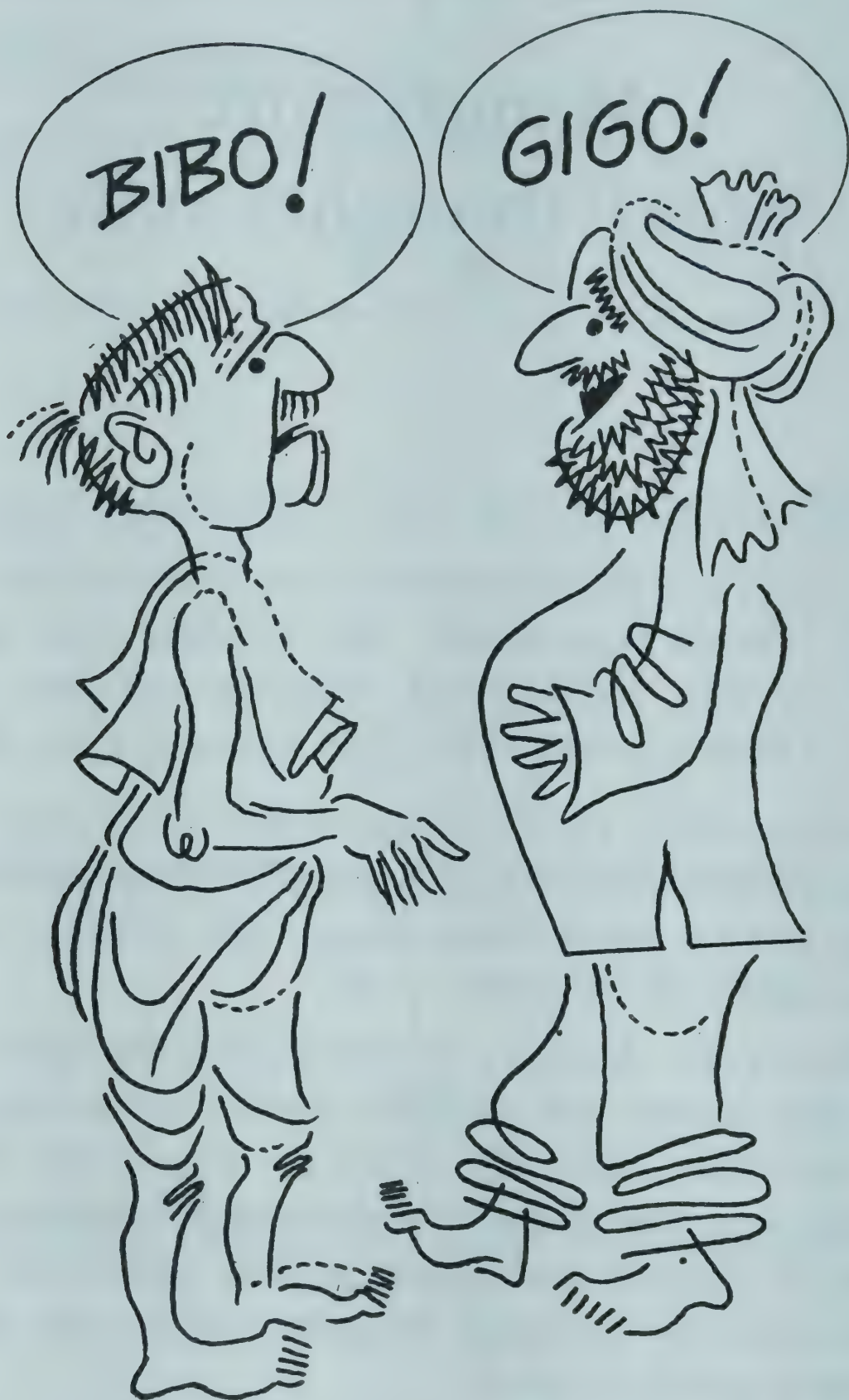
WATCH your thoughts, they become your words.
 Watch your words, they become your actions.
 Watch your actions, they become your habits.
 Watch your habits, they become your character.

In all sincerity, I follow these words which came my way years ago. I have done my little good deed by spreading this message. In fact, my children also got the message contained in these pearls of wisdom.

If it is your character to watch your thoughts, words, actions and habits, you are likely to end up managing your stress very well. After all, stress is the result of unruly emotions; it is the result of intemperate reactions; it is a question of demand and supply of time and money, and so on. Once you are aware of this, you will be able to ensure whatever is good for you.

In controlling my thoughts, and through these thoughts my stress levels, I have found a simple way: GIGO vs BIBO. I have improvised on GIGO — a computer term meaning Garbage In Garbage Out — by calling it Good Ideas In Good Ideas Out. In fact, to some extent, a computer and a human mind are comparable inasmuch as what you get as

SIMPLE WAYS TO MANAGE STRESS



Bad ideas In and Bad ideas Out!

Good ideas In and Good ideas Out!!

Unless you are careful about what goes into your mind, bad ideas will drive out the good ideas, resulting in a lot of stress for you.

output depends on what you feed in as input. As you sow, so shall you reap. But then, man is a funny animal. He thinks that he is smarter, that this truth is applicable to others and not to him. How false and mistaken a man can be! Otherwise why would he allow himself or his children to sit in front of the idiot box and watch all the trash, and then expect nobody to have stress? Impossible. It is a fact that my biggest enemy or friend is myself!

It is for this reason that I do not allow my mind to be bombarded with bad ideas from television and video, friends and associates, books and newspapers, and so on (BIBO — Bad Ideas In Bad Ideas Out). If I want to have stressfree thoughts tomorrow, I must have stressfree thoughts today. Simple, is it not?

Each one of us, at night, empties our pockets into an almirah or a drawer of the dresser. This process has inspired me to empty my mind before retiring, into the wastebasket, because the bad ideas which I collected today won't be needed by me tomorrow. During the day we pick up little worries, jealousies, resentments and annoyances which must be emptied from our minds. If we do not discard all these items, they are bound to poison our minds to our long-term disadvantage.

This daily mental drycleaning will help us to have 6 per cent to 9 per cent of our minds empty for new and better ideas to come in. And incidentally, if we avoid this cleaning, it will surely cause stresses and strains, because then there is no end for the filth to accumulate in our minds. Our minds will become like dustbins, good breeding grounds for stresses and strains.

For this reason, I am very selective about my readings and the people with whom I spend my spare time. I want

SIMPLE WAYS TO MANAGE STRESS



Do not allow your mind and heart to be used as garbage cans for the trivia which is produced daily by TV and newspapers. You will then not become stressful.

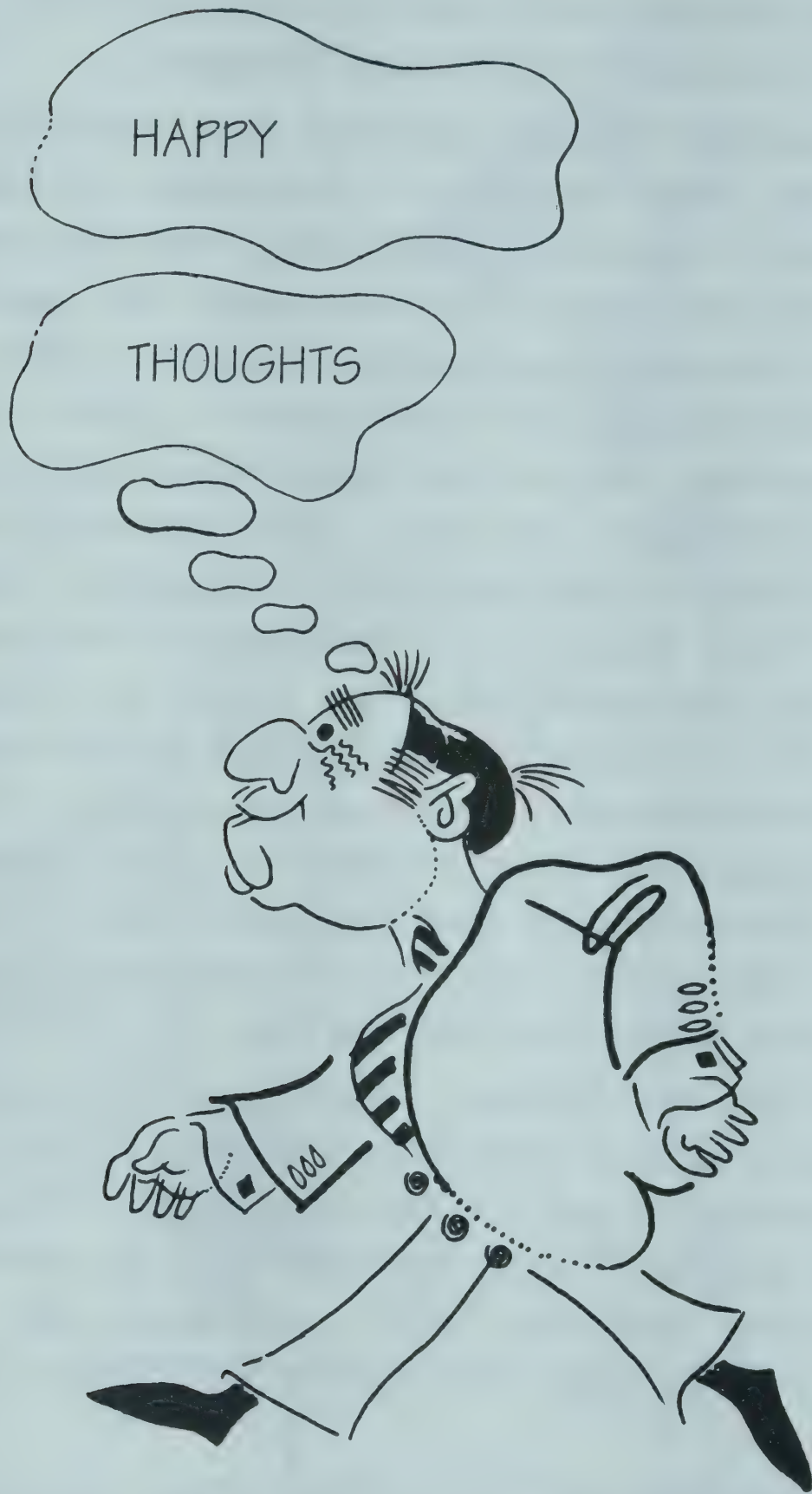
to be happy because only then can I be stressfree. For all this, I have to manufacture good thoughts.

Our minds are thought factories; they only manufacture thoughts and more thoughts — hundreds of them every thirty minutes — round the clock. This is the most important fact. We have to realise that our minds can manufacture either good thoughts or stressful thoughts. Only we can decide which thoughts to manufacture — good or stressful ones. Those who want to be happy force their minds to create good thoughts, and those who want to be stressful force their minds to produce stressful thoughts! Yes, true... very true! Why? Because people doing the latter are under some wrong impressions and are mixed up about their priorities. They have not given a thought to what their goals are in their environment. They have not decided about their exact destination and therefore keep on changing speed and direction. Whenever they find themselves on a wrong road going in a wrong direction, they become stressful! They want to go to Lahore but are on the road to Peshawar!

Let us take two farmers — each having an acre of land. Let us assume farmer Santa does what he and his ancestors have been doing for ages. On the other hand, we have farmer Banta who is always visiting and talking to the professors of an agricultural university and is thinking and working innovatively all the time. Who will be better off? Naturally, Banta.

Similarly, Ravi and Vijay. If Ravi allows his mind to be bombarded with negative thoughts coming from television, video, newspapers, negative friends, i.e. bad ideas in, he will come up with bad ideas — BIBO! On the other hand, if Vijay thinks and works the way farmer Banta does, he will have GIGO, i.e. good ideas in and good ideas out.

SIMPLE WAYS TO MANAGE STRESS



If we think happy thoughts, we will be happy.
If we think miserable thoughts, we will be miserable.
If we think fearful thoughts, we will be fearful.
Happiness is harvest, stress is weeds.

My *takia kalaam* (pet expression) is *chardi kala wich* (on top of the world) and *balle balle* (hurrah, hurrah) — never have I thought otherwise. I follow the concept that if sickness is unavoidable, relax and enjoy it! President Nixon wrote *Six Crises* when he was hospitalised for accidental knee injury during a presidential campaign. I never share my problems, my anxieties, my worries, my stresses with anyone unless he can help or guide me. Also, I get my inspiration from Guru Nanakjee, *Nanak dukhia sab sansar...* (Oh Nanak, in this world everyone has big problems). Mentally I am prepared for everything — including death! So what — if it has to come, it has to come. And like our Lord Krishna says, “Do your job.” Just do it, buddy, and the rest is in His hands.

I have seen that things have to go on in life. I have seen people who have done very well in good as well as in bad circumstances. It depends purely upon an individual’s own mental makeup and how he prepares for life.

Our mind is like an acre of land in which we can either grow happiness or grow stress. Unfortunately, it is human nature to grow stress if efforts are not made to plant your own SEEDS (Stories, Examples, Exhibits, Demonstrations, Sayings) of happiness. And like a piece of land, unless tilling, seeding, watering, fertilising and weeding is done as required, we are surely going to get weeds! Happiness is harvest, stress is weeds. Simple.

My mind and my heart are my best assets. I must “invent” them, consciously and subconsciously, through exposure and experience — every day, before I go to sleep. For me, these are my adjoining acres of land to cultivate and harvest... as I sow, so shall I reap! It is in my subconscious that I can put positive thoughts and positive deeds and store

SIMPLE WAYS TO MANAGE STRESS



••
DO'NT WORRY
OVER WHAT OTHER
PEOPLE ARE THINKING
ABOUT YOU. THEY ARE
BUSY WORRYING OVER
WHAT YOU ARE THINKING
ABOUT THEM...

them like on a computer memory disc (capacity : one *crore* pages)! I do not use my mind and my heart as garbage cans for the trivia which is produced daily by the mass media, friends, colleagues, near and dear ones. I select what is best for my buddies (mind and heart), derive inspiration from *shabri ke ber* (sift the good ones), and I reject what is likely to pollute my mind and my heart. I listen to motivational cassettes, read motivational books (Dale Carnegie) and seek motivational friends and colleagues from whom I can learn. I make and run my own programmes for my mind and my heart.

Think poor, stay poor. Think rich, stay rich! Your prosperity or poverty is a result of your thinking mind, which can keep you either rich or poor, depending on how you train it to THINK. Everyone knows that this is a fact. Every religion says so. I have been able to achieve prosperity, to some extent, by following simple rules. I could not select my parents or my children; the rest I can and I do, as much as possible! I keep the company of those who are seemingly happy with what they have got and also happy with what they don't have.

Again, my mind is my factory of thoughts. I order it to produce positive thoughts such as "I am rich, I am happy." I avoid visiting rich relatives and friends, and I close my eyes and ears when I do!

Air-condition your heart and your mind instead of air-conditioning your house! If you do not have a lawn attached to your house, assume and imagine that the lawns of, say Brindavan Gardens, are part of your house. If you cannot assume, imagine; without this, you cannot be happy.

Now, when you think rich thoughts, many things will happen on their own. Your stresses will disappear! You will

SIMPLE WAYS TO MANAGE STRESS



IF YOU WANT HAPPINESS FOR A LIFETIME...
LEARN TO LOVE WHAT YOU DO.

SIMPLE WAYS TO MANAGE STRESS

be thinking of rich things and doing rich things. What are rich things? Who is a rich man? It is definitely not wealth but wisdom that makes men rich. A wise man can satisfy himself to become mentally a rich man, but not vice versa! After all, richest is the one who wants the least. And gathering of riches without wisdom is very stressful. Riches and stresses are inseparable, unless you are a wise and mature man.

A wise man has the time for vigorous and positive action to become a rich man and to stay rich and stressfree. Amen.

SIMPLE WAYS TO MANAGE STRESS

*FACTORS THAT CAN HAVE A CUMULATIVE EFFECT
TOWARD A HEART ATTACK—
STRESS AND WORRY.*



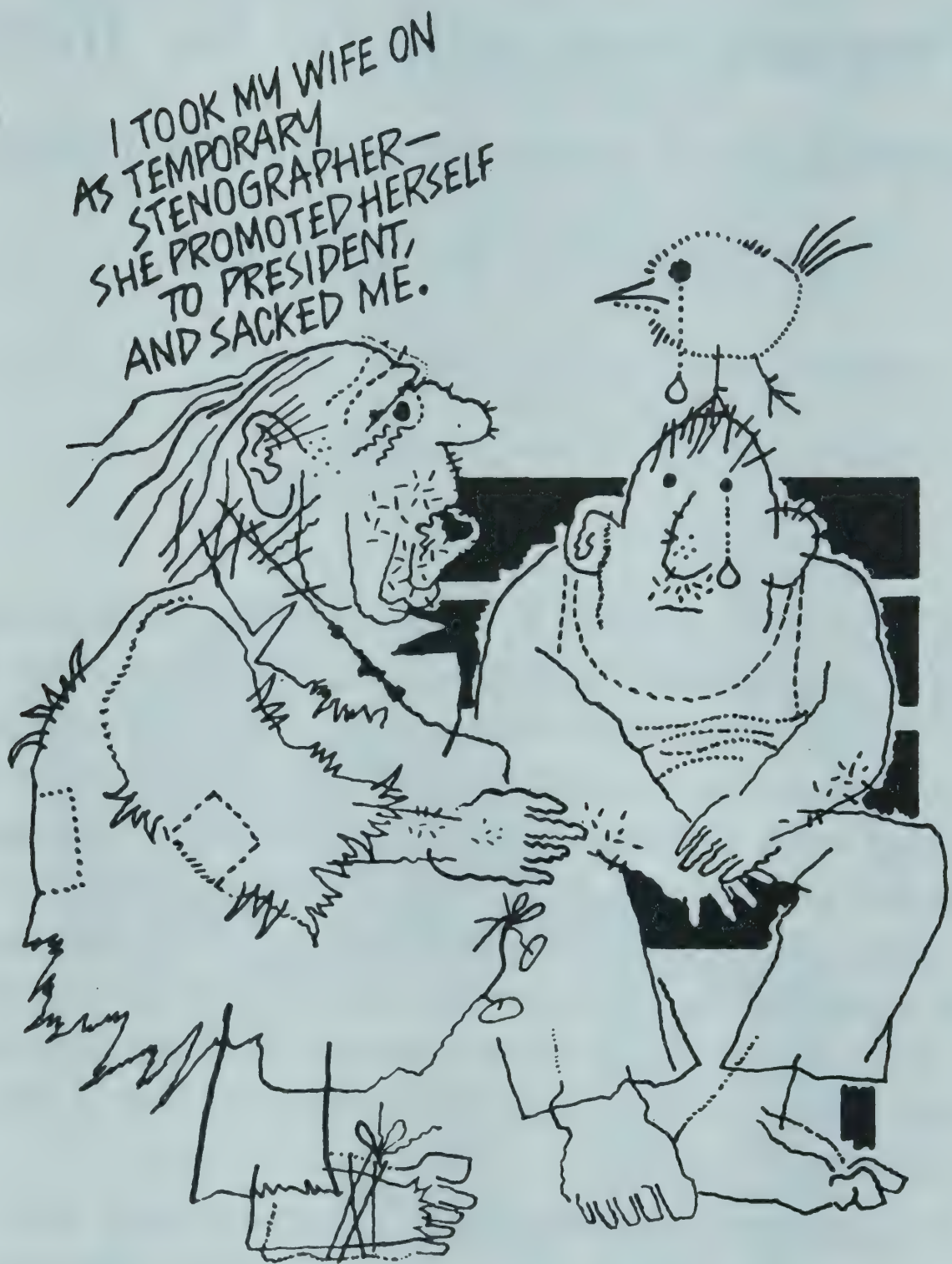
Do not fall in love with your company. Behave as if you can be fired any day because you can 'fire' the company any day. It is a reciprocal arrangement. What to do? Start preparing your safety net to reduce your future stresses.

Prepare yourself to be fired
every day if you are an employee,
a dealer, a vendor...

FORTUNATELY, I was educated in Minneapolis, Minnesota, USA from 1958 to 1962. And one of the important things which entered my mind-set was that I could be fired any day! All these thirty-one years with Escorts, I assumed that it could happen to me. It did not because I never took my job for granted and every day I learnt some new thing which could come in handy some time at a later date. All this is paying off well now. I am on the verge of retirement and I am not stressful because I have a few good alternatives in case I am given the proverbial pink slip.

It happened in 1960 when I was working with Telex Inc. as a part-time accountant. One afternoon, the telephone rang and my boss said, "Dick, don't come to office from tomorrow. We will send you your cheque!" Well, I almost sank into the earth! It was too much for me, but I called on my boss and requested him to at least advise me on how to go about finding a new job. As I was a foreign student, the boss saw me at the reception area and told me that (1) I was irregular and therefore not dependable; (2) I would get a better job once I tried sincerely. Bless him, it came true.

SIMPLE WAYS TO MANAGE STRESS



Everyone needs a reason to get up in the morning. We can't just put in time sitting on rocking chairs watching the snow fall, because if either one of us is unhappy, that means a doubly unhappy couple. We must retire from something to something.

SIMPLE WAYS TO MANAGE STRESS

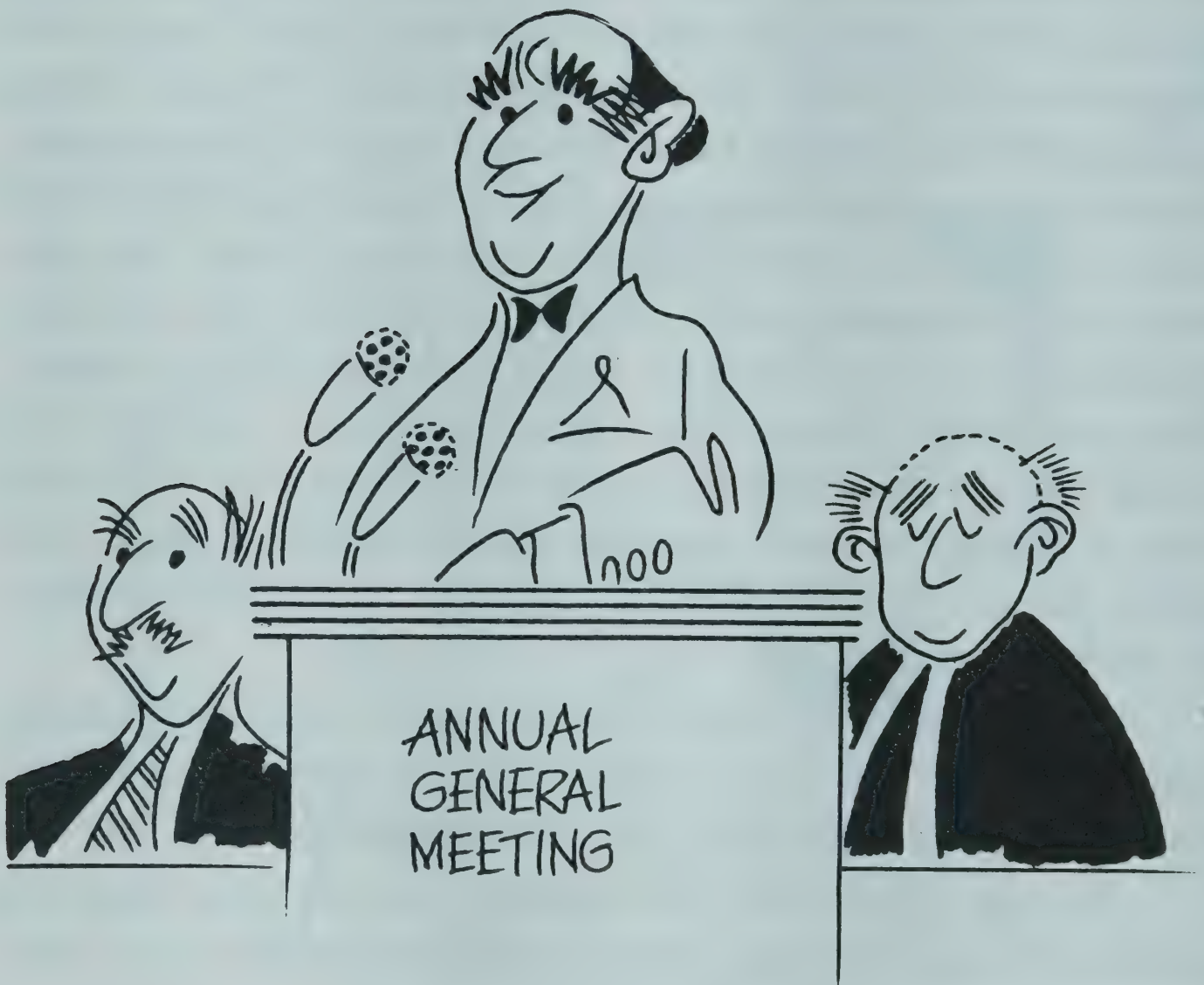
The lesson was — “Don’t take your job for granted. Don’t fall in love with your company. If you do, someday it will become stressful ” Very often in later years, dealers and vendors would come to me and complain about the unfairness of the company and its not putting the relationship in the right focus. One has to remember that except with one’s parents and with one’s children, no other relationship is *pucca*! My experience tells me that the higher you go, the bigger the fall. Don’t ever let the thought of your being indispensable go to your head. You will save a million stresses. Let me demonstrate it to you. Take a bucket and fill it with water. Submerge your hand in it up to the wrist. Stir the water with your hand and quickly pull the hand out: the hole that remains is a measure of how much you will be missed. You can splash all you wish when you enter, you may stir up the water to a storm, but the moment you take your hand out, it will soon come to what it was before. I have seen many, many “falls of Roman empires” and have therefore become more humble.

Coming back to you, keep an eye on your networking when you are up. Help those who are getting pink slips today; you may need them later to reciprocate your favours.

Do not forget that your banker can fire you, your big customers can fire you, your principals can fire you, your supporters can fire you, and so on.

My father used to tell me in the 1950s that once you were a Burmah Shell dealer, you were their dealer for generations to come. Not anymore. Today the ground reality is: Shape Up or Ship Out! So, forewarned is forearmed. You will save millions of stresses. I know of a general who is proud of the fact that he was very sincere and loyal to the army. He was so busy with his job that he did not do any networking. I do not blame the army at all. It was the writing

SIMPLE WAYS TO MANAGE STRESS



To take care of future stresses, ensure you are seen in your industry. Your competitors of today may be your bosses of tomorrow! Don't forget that anyone can be nice to a king, but a man of focus is nice to even a waiter.

on the wall that he was to retire one day. So, why did he not prepare himself for this eventuality? In all humility, I knew my “D” day when I joined Escorts on May 8, 1963 — I knew it would be October 15, 1994! So, I got into writing in a very small way. I could not imagine that one day I could make a living out of it. But at least I can earn my bread and butter, if not Vat 69! So, I can’t blame Escorts if they “fire” me on October 15 or even earlier. It is a business relationship. It is not a love relationship. So, buddies, don’t ever love your company as an employee, a dealer, or a vendor. It is a two-way relationship — profit is not a dirty word. Put yourself in your company’s shoes. Avoid your stresses by thinking through.

Many of my friends created their nests in different ways. Narinder Batra invested in real estate and shares. He is doing very well. Gian Narang, while in active service, had a great network spread through the Delhi Management Association, the All India Management Association, the Confederation of Indian Industries and many more similar bodies. Possibly, he spent four evenings every week enjoying his professional relationships. Today, after retirement, he is more occupied than he was before. The result — no stresses whatsoever.

I can recall hundreds of such successes and failures and of course you also can observe them around you, and decide for yourself whether your years ahead will be joyful or stressful.

Let me share with you a bit of my research on being fired. The idea is not to make you stressful but to prepare you for the great tomorrow, if you want it that way.

Life itself can “fire” you — cancers, ulcers, open heart surgery, and one thousand more such problems. Do you know that any of these things may cost you a few hundreds of thousands of rupees? Then why not plan for it? Suppose

SIMPLE WAYS TO MANAGE STRESS



... WE MUST UNDERSTAND WHAT CAUSES UNHAPPINESS — AN ILLNESS...

Look after your health. This is your KRA (Key Result Area) number 1! Health can cause you and your near and dear ones many stresses. For example, in the case of open-heart surgery, an average of 100 people get stressed. Don't forget that it costs lakhs of rupees today. Get yourself well insured. You may be living up to 70. I strongly recommend a 36-minute brisk morning walk. Talk to friends who have positive attitudes.

you have to go in for a heart transplant; it may be a cool ten million rupees.

Friends, admirers, associates, relatives, school and collegemates, customers, neighbours, advisors — they can all fire you. You may have enough wealth but no hobbies. I know of an industrialist who is stressful in his harvest years because he has no friends or hobbies. And I know another one who has become almost blind due to glaucoma. What some do in the USA when they get “fired” is start going to college to get busy and acquire more knowledge for fun and posterity.

In the U.S.A. up to ten job changes are possible in one lifetime. Half of these take place because of being fired! Do not forget that Henry Ford fired Lee Iacocca!! Also, a Vice President who was fired had to work as a petrol pump attendant. But then Iacocca created history — it was a blessing in disguise. A line for your wife if you ever get fired. That was when Mrs. Iacocca told her husband not to be stressful and not to call Ford names, but to fight him in the marketplace. He followed her advice and did a pretty good job of it. Your wife can make you joyful or stressful — this subject would need a book by itself. But, ladies, if ever your husband gets fired, that is the time to prove what stuff you are made of — are you Rani Jhansi, Rajni or a silverscreen wife?

Americans are so involved in consumerism that they have more stresses when they are fired! I suggest you become stressproof, like a Japanese, by having a good bank balance. Cool cash kills stress anywhere in the world, more so in India, where thanks to the nationalised banks, they would not even give you Rs. 100 as overdraft. Don't be foolish, like many of us are at the beginning of our careers, by thinking that cash is trash. It is true that cash is the dirtiest thing to handle because it goes through all kinds of unwashed hands, but it gives you a feeling of security.

SIMPLE WAYS TO MANAGE STRESS



I AM STILL WAITING TO INHERIT
THE FAMILY BUSINESS.

One should keep in mind that one has to live for long and therefore one must plan for one's twilight years. Earlier, I was expecting that I would live to 62. My father died at the age of 56. My friend Prof. Kanwar Lal, who is 75, asked me an innocent question, "Batra, suppose you live to be 75...?" This made me think. I don't want to outlive my money. Do you? Look around. Poke your nose around into the lives of others. Don't ever give everything to your children when you are alive. My father told my mother not to transfer the house to us two brothers. And she did the right thing. We both were obedient to her. We may not have been, had she transferred the house in our names to save on taxes. I know of families where the parents made such stupid mistakes, and lived stressful lives thereafter.

In the USA, life expectancy is 79, in Japan it is even higher! So, thanks to medicine, unless you are very careful, you may live longer but at the same time be stressful. What is the use? There is no magic number of 58 or 60 or 65. My father-in-law Mr. D.N. Awal has been leading a retired life for twenty years and, touch wood, is still going strong. He invested wisely in his youth and is today a happy man. He has very little stress because of simple living and keeping all the savings to himself instead of distributing it to his three sons.

But many of us hang on to the same *tonga* (buggy) — whipping skills in depressed areas in depressed industries with depressed companies. You do not need a crystal ball to see stressful years ahead unless you move your head away from the axe's path.

To kill stress, now or in the future, you need enthusiasm and creativity — even more than experience and competence. For behind any overnight success that you ever get to see, there are 20 years of enthusiasm and creativity.

SIMPLE WAYS TO MANAGE STRESS

YOU CAN'T CHANGE ANYONE.
YOU CAN'T CHANGE YOUR FATHER,
YOUR MOTHER, YOUR WIFE,
YOUR BROTHER, YOUR SISTER—
NOT EVEN YOUR BOSS!
CHANGE YOURSELF FIRST. PERIOD.



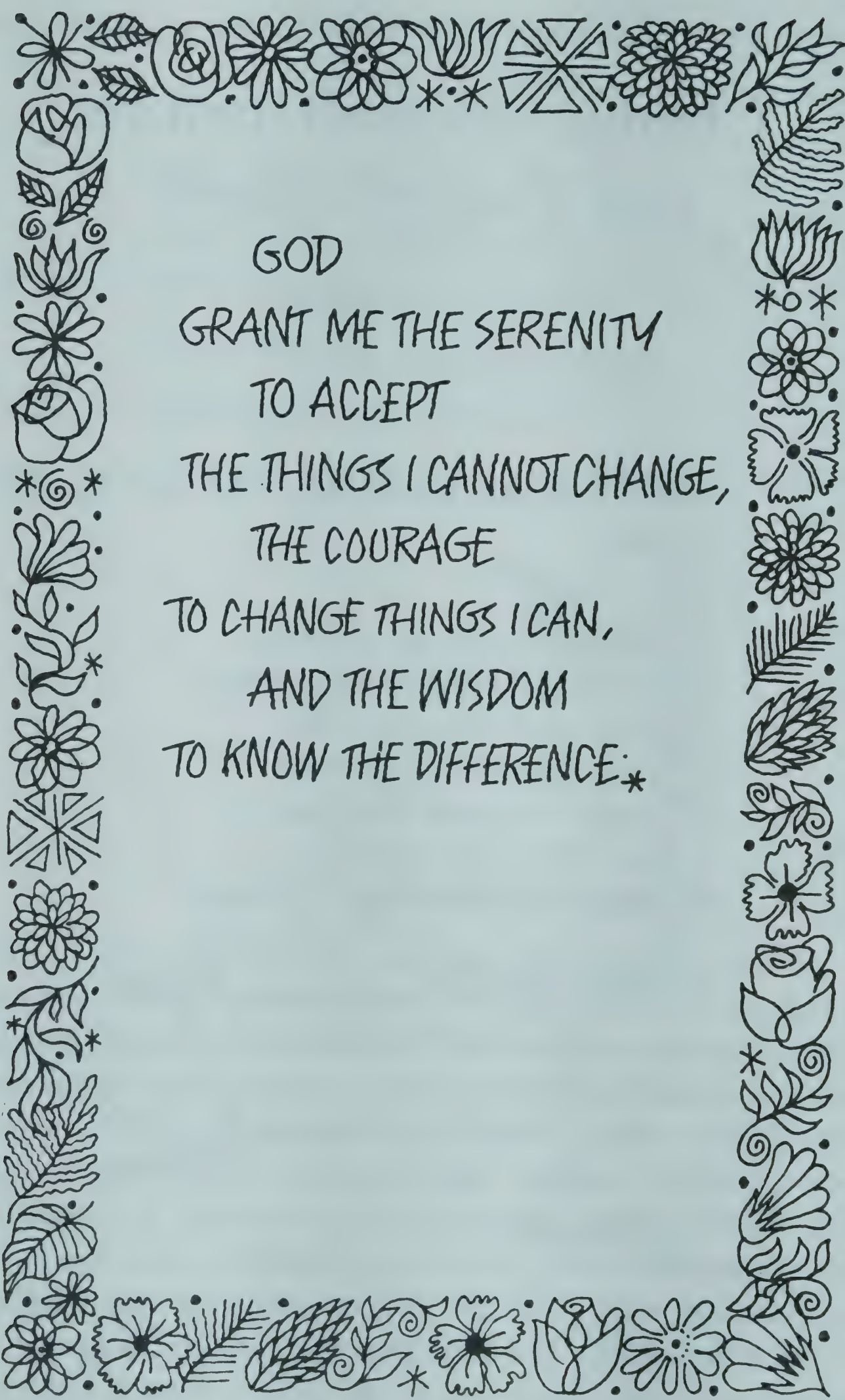
Change yourself before you change others

I

FIND that this is the best one can say about change:

You can't change anyone.
You can't change your father,
Your mother, your wife,
Your brother, your sister,
Your son, your daughter —
not even your boss!
Change yourself first. Period.

I find it so true in my case. Like anyone else, I tried to change everyone and I was mostly disappointed, and each disappointment was stressful. Then suddenly, possibly because I keep on thinking of better ways to make myself happy first, I decided to change myself on October 15, 1986, the day I touched 50. I realised that it was no way to live, to fight with everyone and in the process get stressful. I realised my folly of virtually trying to break my head in some cases. For example, my wife gets the house, including the staircase, swept twice a day. She also gets the dusting done by the servant or by my daughters or she does it herself, which is



GOD
GRANT ME THE SERENITY
TO ACCEPT
THE THINGS I CANNOT CHANGE,
THE COURAGE
TO CHANGE THINGS I CAN,
AND THE WISDOM
TO KNOW THE DIFFERENCE.*

an improvement for everyone. I tried to convince her that all of us must accept some dust levels in life to reduce our stress. Before her, my mother used to do that but she was slightly less fussy and whenever she was away, my sister used to create work for herself and stress for me.

I decided to change myself. One does not have to be King Bruce, who kept on trying; instead, one can be Peter F. Drucker who advises trying once or twice and if it still does not work, doing something else. There is no point in taking everything as a question of life and death. Also, it is better to lose pawns than your king and queen!

Maybe I am wrong. Maybe I am “chicken.” But I find that by adopting this attitude, I have been able to reduce my stresses, strains and heartaches to a considerable extent. I got another good idea about change from my cousin friend Dr. Manmohan Singh Luthra who was visiting India. I “complained” to him about my wife as he had encouraged me to say “yes” during our first meeting, and he gave me this wonderful thought:

“God grant me the serenity
To accept the things I cannot change,
The courage to change the things I can,
And the wisdom to know the difference.”

With this frameable thought on my mental floppy, I am able to reduce my stress.

Years ago, I read in the *Minneapolis Tribune* that quite often we change our jobs, friends and spouses instead of changing ourselves. Let us take the case of changing jobs. Many of us are not happy in our jobs or our businesses. It is because we do not change ourselves to suit the requirements

SIMPLE WAYS TO MANAGE STRESS



Every morning, ask your wife if there are any odd jobs you can do for her... show her you care!

of our organisation, job and boss. In the process, we feel cheated and become stressful.

As I look at it, a boss is a person who gets things done with a kind word and a gun. Kind word if he is a good boss. And normally bosses are good — only their styles are different! Bigger the boss, better the gun — silver, gold or diamond studded pistol. When I see this hidden pistol, I change myself accordingly and reduce my stress. This concept is applicable to any human-relations situation — the customer is always right, the government officer is always right, the wife is always right, and so on.

My wife changed when I changed. I tried to change my wife for the past 25 years — hoping like everyone else, that tomorrow I will be able to change her! Then one lucky day, I spent 25 minutes listening to my silence and reflecting, and decided to change myself.

I realised that I could not change the world; I could not change my bosses, my son, my daughters, my colleagues, my dealers, my friends; so I decided to change myself and I have achieved what I wanted all along...almost!

Incidentally, I consider my wife to be my boss. So both at home and office, I first do what I am told to do — in the process, everyone is happy and I have less stress.

SIMPLE WAYS TO MANAGE STRESS

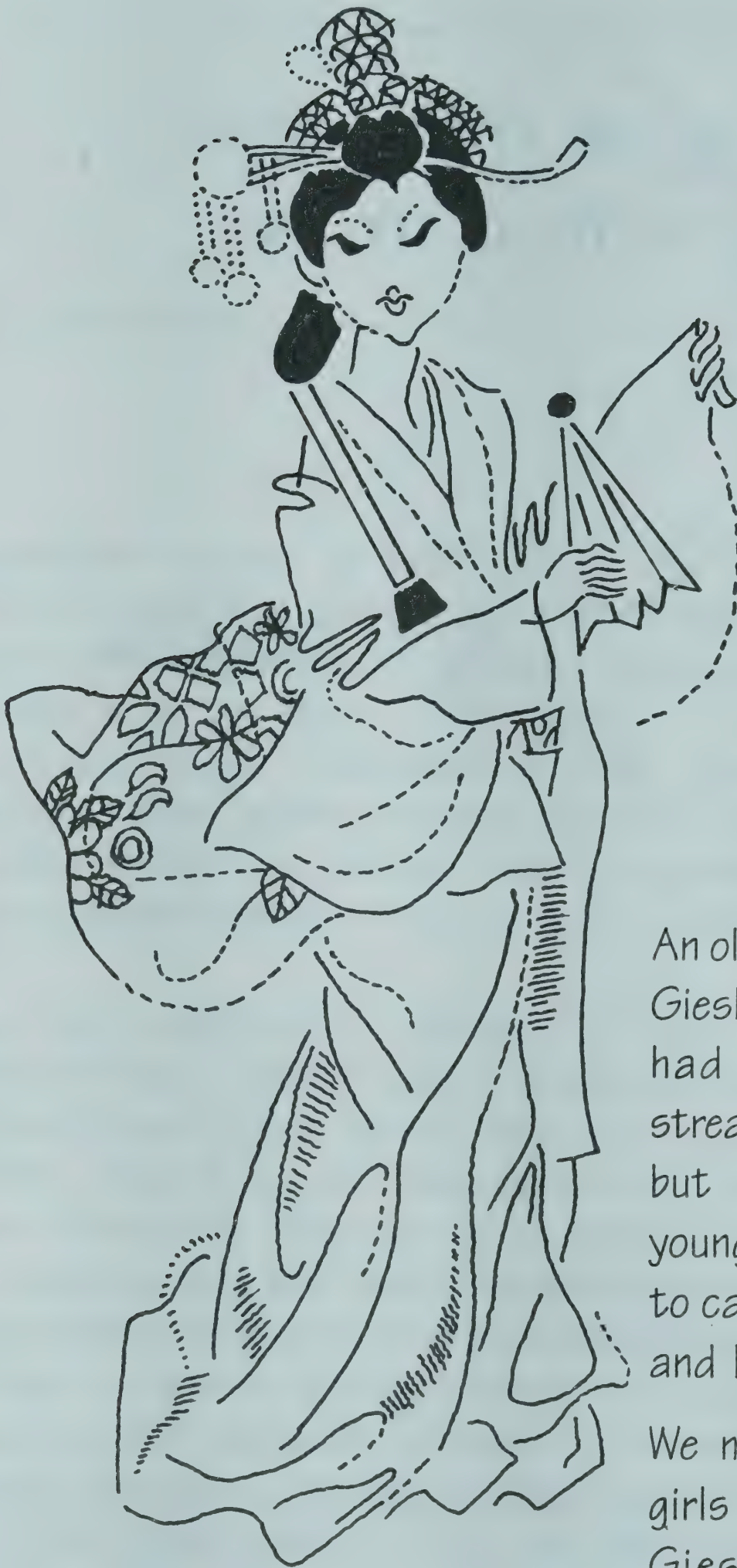


In life, we have to do essential and inessential jobs. Use your think times, like shaving, to prioritise accordingly. You will surely reduce stress.

Use your think time to reduce stress

DO YOU ever try to think of ways of reducing stress? Maybe you don't. Well, if it is so you are in the company of many, many people! Why not change it — even now — and use your think time to reduce stress? What is think time? Well, when you have nothing active to do like when travelling, before going to sleep, when getting up, when shaving, in between tasks, and so on. Personally, I find it a good way of reducing my stress.

This is how I do it. Mentally, I list down what is crowding my mind. Sometimes I write it down. Then I make mental calculations to see more clearly what I can do and what I cannot do. I have a go and a no-go device — like quality control people have — in my mind which tells me what will give me happiness and what will give me stress. I find out how much of each is involved, and then superimpose my extraneous factors on the stress giving activities — such as pressures from my wife, children, colleagues, friends and relatives. Again, in stress-related activities, I calculate how much trade-off is possible and I try to reduce stress damage as much as possible .



An old monk picked up a Giesha girl. When they had crossed the stream he put her down, but his companion, a young monk, continued to carry her in his mind and became stressful.

We must drop Giesha girls and dreams of Giesha girls to be stressfree.

I manage to squeeze out several think times during the day, including my sleeping time — I use my “third eye,” “Shiv Jee’s eye” as well as my sub-conscious mind. Please do not misunderstand me; I am neither intelligent nor stupid but I like to use common sense to reduce my stress. Over the years, I have become less stressful. Earlier, I used to spend 60 minutes to 120 minutes tossing in my bed; now I fall asleep sometimes in as little as 6 minutes. I keep my mind uncluttered and decongested of whatever I do not need; I want to meet my needs and not my greeds. I use the waste basket a lot — in my office and at home. In my office I use what is possibly the largest wastepaper basket in the world — a 100-litre PVC drum under my side table. I file any paper which I do not need now or may not need later in there (file no. 13), or pass it on to my friends or colleagues. These are my one-second think times!

At night, before sleeping, we empty our pockets and put things away. I empty my mind also, and this think time is very useful. I empty my mind several times a day of whatever I do not need and of things said by others that hurt me at the time or may hurt me later.

Very often, I bring on my mental screen the following wonderful story:

Two monks were travelling in the rain, the mud sloshing under their feet. As they passed a rivulet crossing they saw a beautiful Giesha girl, finely dressed, unable to cross because of the mud. Without a word, the older monk simply picked up the woman and carried her to the other side.

The younger monk was seemingly agitated for the rest of their journey, and could not contain himself once they reached their destination. The younger monk exploded at the older monk, “How could you, a monk, even consider

SIMPLE WAYS TO MANAGE STRESS



"It shall pass," be it good or bad luck. Learn from children...to smile from one eye and to shed tears from the other eye! Children forget their insults and hurts very quickly.

holding a woman in your arms, much less a young and beautiful one. It is against our teachings. It is in very bad taste.

“I put her down at the roadside,” said the older monk. “Are you still carrying her?”

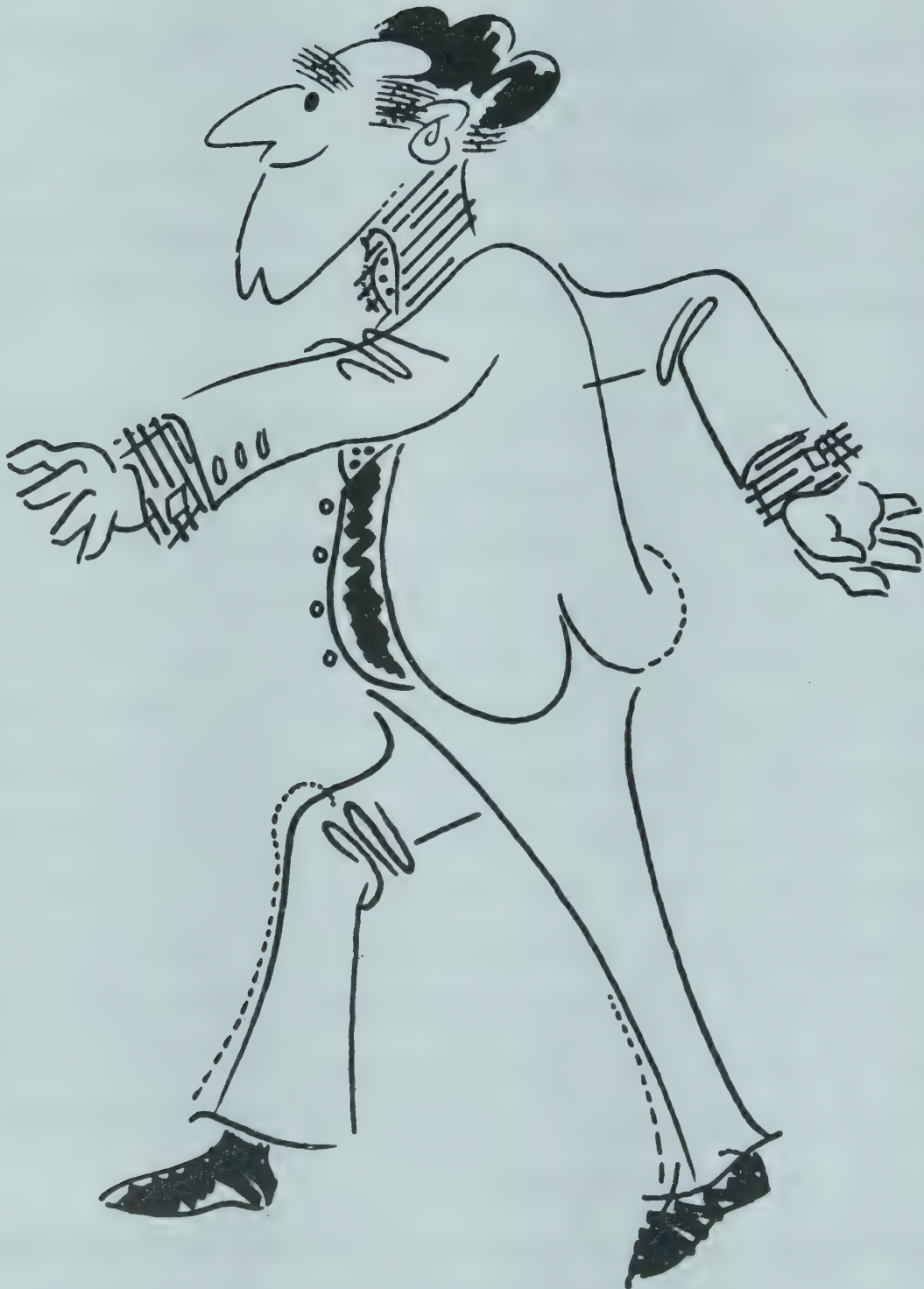
Now, don't we all “carry her” for years and decades together, and become stressful? Why not start having self-audit sessions and throw thousands of “hers” into the dust bin?

Remember that thinking is as natural as breathing. You don't breathe when it is stinking...so don't think when it is “stinking” around you! Speaking (using a golden tongue) and writing (using a golden pen) are not very difficult if you give these activities enough of your think time. Using your think time can help you in many ways. You have plenty of think time and the mind to control it to make you stressfree. Etch on the screen of your mind that no man or woman is always fortunate. Each one of us is like a wheel which revolves, and different shades of fortunate and unfortunate keep on emerging and dissolving all the time. It is wise to remember: “It shall pass,” be it good or bad luck. So, during your more fortunate periods, enjoy your good fortune — no bitching and no complaining.

I have been able to manage my stress beautifully by reflecting to myself — as often as ten times a day!

First, through self-thinking and self-reinforcing, I have built self-respect in my own mind. I seldom worry about what people — my bosses, my relatives, my friends and colleagues — think about me. I am what I am and so be it! No one can ever insult me. Whenever anyone tries, I start playing to myself on my mental screen, from my mental

SIMPLE WAYS TO MANAGE STRESS



...EACH MAN IS THE ARCHITECT OF HIS OWN FATE...
— APPIUS CAECUS 4 CENT. B.C.

No one can insult you without your permission.

SIMPLE WAYS TO MANAGE STRESS

video library, the story of the old salesman and the new salesman. The story is this: A new recruit burst into a veteran sales manager's office complaining bitterly that he had been insulted by a dealer when he visited him, as he was not shown the normal business courtesies. The old man was amused and told his young colleague that he had been virtually kicked out of dealerships, but never had he been insulted!

The secret is to know your job exceedingly well, and to keep on learning, reading and updating and to accept gracefully whenever you slip up badly. When you acknowledge genuinely — from your head and your eyes and your tone of voice — that you have acted below expectation, you will not only be forgiven but will be professionally respected. Dare to try. You will be surprised. You will realise your fears are only “what if” fears!

SIMPLE WAYS TO MANAGE STRESS



"COMPARISONS"

Compare yourself with yourself only

IF YOU want genuine pleasure in life, compare yourself not with others, but with yourself. Next best, if you have to compare yourself with others, compare with those who are less fortunate than you. It works! I learnt years ago that pleasures in life can be very cheap as well as very expensive. With the correct mental attitude, everything can give pleasure. When I go home in the evening, I look forward to my cup of tea with three buttered toasts in my small air-conditioned room (Rishikesh). I shut my mind from the “bounties” of my friends who are better placed than me. A few years ago, I did not have an air conditioner. Now, I have one and I am enjoying this simple pleasure.

Most of our stresses come when we compare ourselves with others. For me, this is pure folly! I learnt this years ago when I was marketing tractors. It is a very common practice to compare our products with those of others. Though we praise our product to others, we are not convincing enough because we know the inside story! For example, in the case of Escorts tractors, I knew very well that such and such was the problem based on what customers and dealers told me. I could draw up a long list of problems, which would have

SIMPLE WAYS TO MANAGE STRESS



Don't compare yourself with others. If you have to compare, compare your potential with yourself. And don't compare your loved ones, especially your children, with others. Is little Arjun improving? Has he done better than last term? That is what counts.

been stressful. However, when it came to my competitor's products, I would never have known the details of their problems.

One has to be intelligent enough to underplay one's own product and overplay that of the others when comparing. For this very reason, our Mr. M.M. Mehta preferred not to discuss product problems in open sessions. If there were thirty dealers, say, each having experienced a problem, it would come to thirty problems. As a result, each dealer could become stressful.

The same applies, let us say, to wives or husbands. I know the bad points about my wife. I can make a long list. Wouldn't it be foolish to compare my wife with the wives of those whom I don't know much? If I do, and we all do often, won't it increase my stress levels? The same applies to sons, daughters, bosses, jobs, businesses...

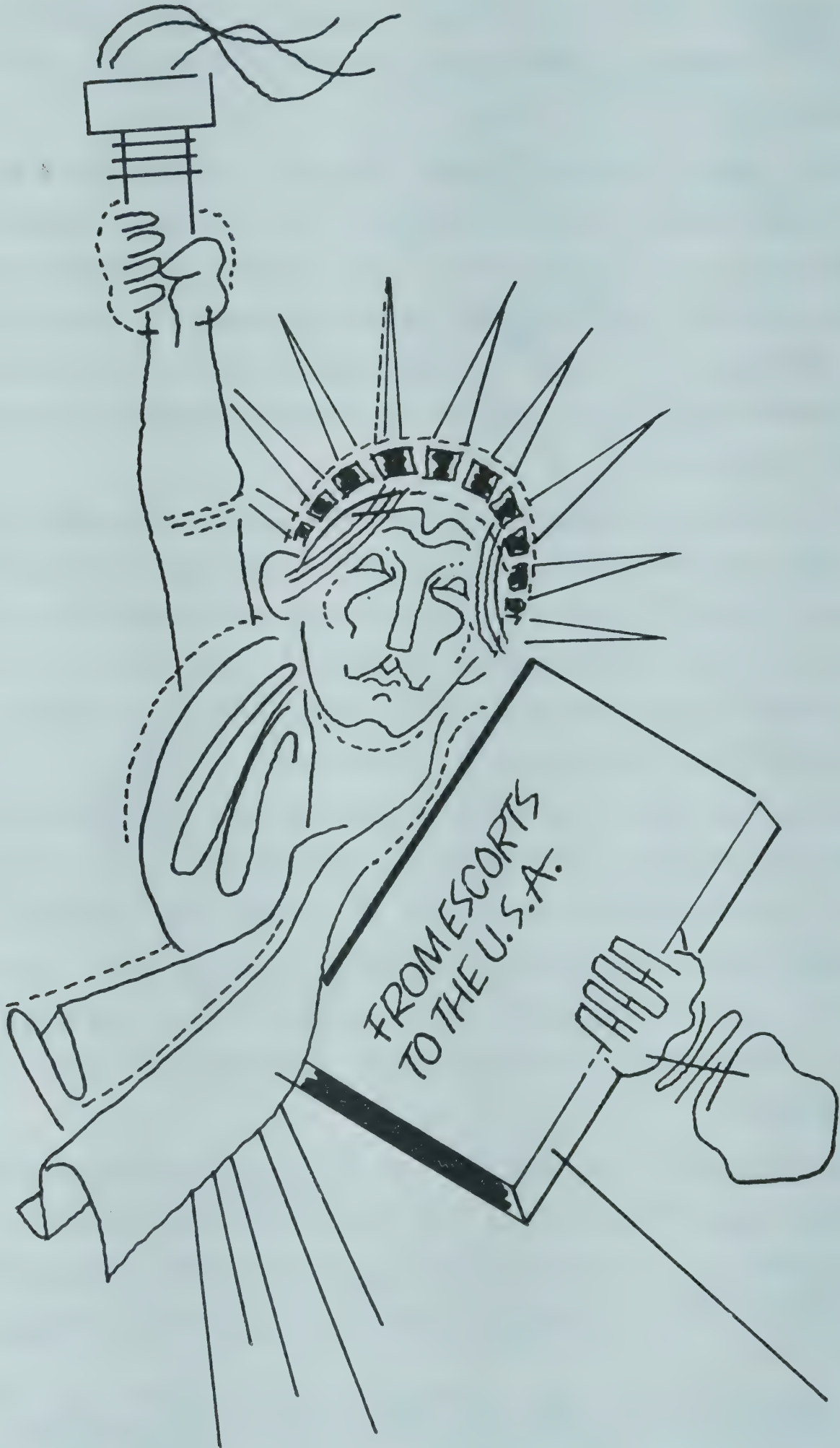
Let us say that you have a six-year-old son who scores 85 per cent marks. Last term he got 82 per cent. Now it is up to you whether to rejoice or to become stressful.

What to do? Simple. Compare yourself with yourself only. You can have control over yourself. You can improve yourself. You can do it every hour, every day, every week, every month.

For example, I weigh 93 kg. If I compare myself with my friend Jugal Bhandari, I will surely become stressful. So I do my best not to exceed 93 kg. And I also do my best to bring it down. I compare myself with myself. Simple. Is it not?

Comparing how we are doing with how others are doing is dangerous because its outcome is normally more stress! Comparisons breed insecurity, yet we habitually make

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“What is so great? Many husbands take their wives to the USA every year.”

them between our children, with the children of our friends, colleagues and relatives. The result is that we feel on top of the world one minute, and the next minute the inferiority complex sets in. I won't forget the day when I was feeling on top of the world, having returned from the U.S.A. after 30 days of a super, winning "incentive holiday" as group leader of 36 Escorts dealers, and I said to my wife, "How lucky we are!" The next minute she blurted out, "...What is so great, many husbands take their wives abroad every year!" While I am still eternally grateful to Escorts for having given me such an opportunity, my wife thinks "so what"! Result — I feel happy and my wife feels indifferent and stressful. She is comparing herself with others.

Whenever I feel stress setting in, I think of such "gold medals" in my life and my blues melt away. Over the years, I have collected 30 such "gold medals"! And if by force of habit, I do compare, I compare myself with friends I know who have not been to Gurgaon or Goregaon at company expense! Worse, I have some friends who do not even get their salaries regularly.

So to be stressfree, stop comparing and if you have to compare, compare with your own potential. If you must compare with others, compare with those below you to develop self-confidence and only when you have the required maturity, compare with those above you. Keep in mind that if you aim for the stars, you may not quite get them but you won't come up with mud either. Keep your sights high not to increase your stress but to increase your self-satisfaction level, and happiness.

SIMPLE WAYS TO MANAGE STRESS



For every 10 minutes you are angry, you lose 600 seconds of happiness!

Manage your anger creatively and innovatively

A

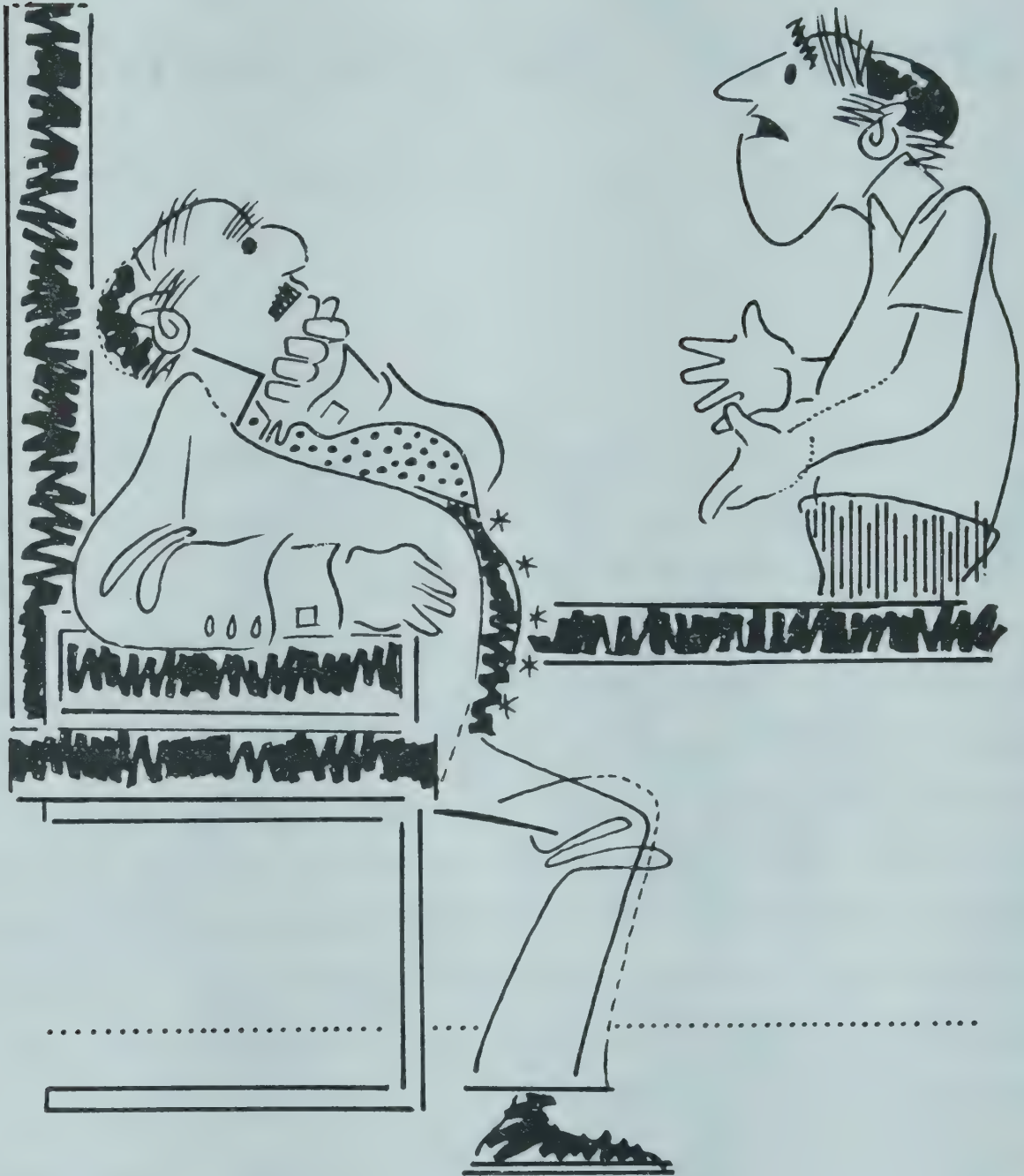
ADD “d” to “anger” and it becomes danger! Anger is one of the emotions experienced by each one of us. But it is an emotion which is controllable to a great extent, if not fully! Each individual has to make a choice, and years ago I decided to manage my anger so nicely that today I feel proud of my achievement. Whenever I lose my temper — and during my self-audit sessions such lapses flag up in my mind — I feel ashamed of myself. I decide then and there to learn from my mistakes. I feel happy for having conquered anger to a great extent by following this methodology. You too can give it a try and the result will be less stress.

Let me give you the famous example of anger from *Ramayana*. Ravana was the wisest of the wise, with ten wise heads on his shoulders. However, his successes had killed his humility and along with it, many of his virtues too.

So, when his sister Sarupnakha, who had her nose chopped off because of her wrongdoing, presented her distorted story, Ravana, who by now had developed the habit of being short tempered, forgot to ask simple questions like:

- Why did you go to meet Rama and Laxmana?

SIMPLE WAYS TO MANAGE STRESS



HEAR THE OTHER SIDE

— ST AUGUSTINE 334-430

Ravana could have avoided all the bloodshed if he had merely gone across to Rama to hear his side of the story! Do you always hear the other side of the story?

SIMPLE WAYS TO MANAGE STRESS

- What exactly happened?
- Why shouldn't I talk to Rama and find out his side of the story?

The result was nothing but stress for himself and all his family members.

Ravana must have been the most stressful person who ever lived in India — all because of his habit of being short tempered!

So, my friends, why not think and reflect, and engage in frequent self-audits to reduce your anger and decide what you want to be — Rama or Ravana?

Ravana is a role model for all those who need to manage anger. He was the wisest of the wise, but out of rage he made a mistake which caused immeasurable stress to himself and to his near and dear ones. Therefore, I make more efforts to become Rama... stressfree... always.

Whenever a Sarupnakha comes to me in the form of my secretary or my friend or my associate or my close relative, I enquire and ask for more details. Normally I am accused of not “trusting” him or her. But as my stated objective in life is to reduce my stress, I prefer to go slow instead of becoming a raging Ravana. Maybe I have a blessing in disguise in that I am not as powerful as Ravana was, and I pray that I never become that powerful because then I may not be able to remain stressfree.

I try to learn from a humble matchstick. A matchstick has a head but it does not have a brain. Therefore, whenever there is a little friction, it flares up immediately. I have a head, but I also have a brain. I need not flare up at the slightest friction. In thus using my brain, I reduce my stress. You can think of your own reference points to help in reducing anger and becoming stressfree.

SIMPLE WAYS TO MANAGE STRESS

ANGER PREVENTION KIT



A MATCHSTICK HAS A HEAD, BUT IT DOES NOT HAVE A BRAIN.

Therefore, whenever there is a little friction, it flares up immediately. The effects of this flaring up can be devastating; fire can engulf a whole lot of things and cause destruction.

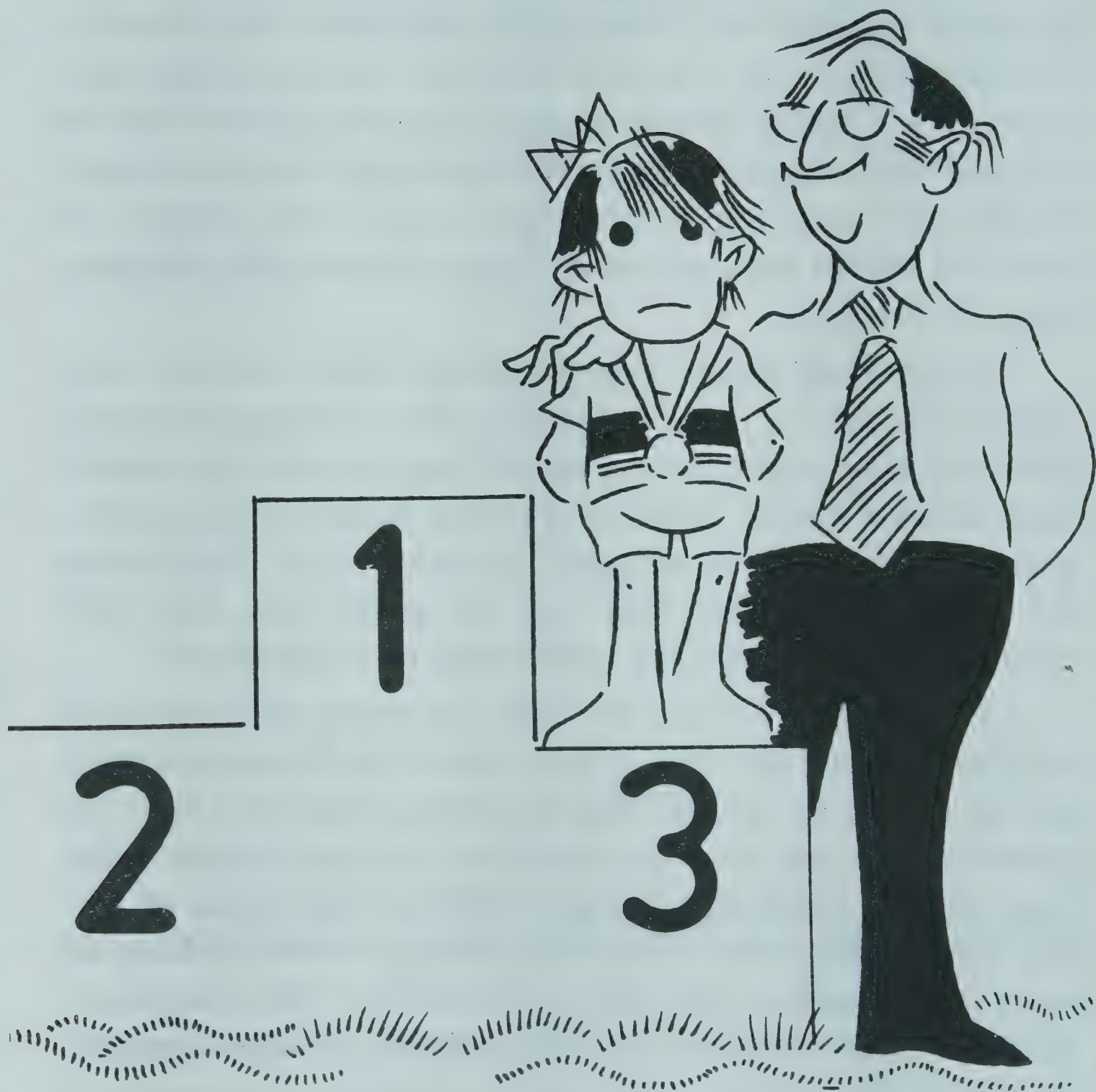
We have a lesson to learn from this tiny matchstick. All of us have heads. And unlike the matchstick, we have brains as well. Wisdom lies in not reacting on impulse — a habit of great importance when it comes to reducing stress.

Recently, I met a Swamijee whose disciples include leading industrialists. I gave him some of my matchstick ideas, i.e. Anger Prevention Kits, to be given to his disciples (available to you also on request). He said that the kit would be useful for him too. I was totally surprised: why would a Swamijee need such a device? Then he explained to me that a Swami is a highly egoistic person because people touch his feet and offer compliments; he develops high-headed feelings. Maybe he was joking, but he made a point that anger is an emotion which requires more than ordinary self-discipline and self-practice.

Controlling anger is an ongoing effort. Almost every night I conduct a quick self-audit, and if during the day I have displayed anger, I curse myself and mentally slap myself and promise not to repeat it. Practice makes perfect! Also, years ago I learnt from my guru friend Mr. M.M. Mehta that for every 10 minutes that you are angry, you lose 600 seconds of happiness. It's something to think about.

We get angry when we have too many problems and we then become stressful. Again, one of my friends educated me on problems: he said that the only people who have no problems are the ones in cemeteries or those whose ashes have floated down the Ganges. Problems are signs of life. My friend added that instead of praying to God to keep us away from problems, our prayers should be, "Oh God, please give me more problems and the wisdom to solve them."

SIMPLE WAYS TO MANAGE STRESS



Make heroes and heroines of your children. Praise them as often as they deserve it — even if it is for a trivial matter!

Do small, small things greatly

EACH of us cannot do great things, but each of us can do small things greatly. During my research on stress, I found out that each one of us wants to be great, each one of us wants to be first and each one of us wants to make history! Well, everyone knows that this is just not possible. Result — frustration and failure, stress and strain. What to do?

Simple. And remember, very difficult problems have simple answers. In my own case, years ago I realised that I am neither an idiot nor a genius. I am a little bit above average because I am a manager as well as a successful author! So, I decided that as I cannot be great, I should do small, small things greatly. In the process, I will be so busy that I won't have time to have stress and strain. Well, I wish I could always do that, but I do have the satisfaction of doing my best to stay on this right track.

I get my inspiration from the wonderful saying that if a litre can hold a litre of oil, that is wonderful! To expect it to hold a gallon is to merely become stressful. Most of us do just the opposite. We want a litre can to hold much more than a litre. For example, we expect our child to stand first in the class and when this does not happen — as all children cannot be first — we get tense.

SIMPLE WAYS TO MANAGE STRESS



Each one of us cannot be great and do great things. We can do small, small things greatly and become stressfree.

I have grown-up children — a son and two daughters. I considered them always as “one litre cans.” Whatever they did and whatever they achieved, always gave me pleasure. Surprisingly, even their failures pleased me! Why?

For example, my daughter Divya was detained in class six and her school principal explained to me that it would be good for her as she would be able to strengthen her foundation. Also, I realised that my daughter had done the best she could and if she had to be detained let it be so! I have observed that such failures are really very small when you look at them in the broader perspective of your whole life. So I did not become stressful at all, and in the years that followed, Divya did many small, small things greatly — as good daughters do!

Similarly, my son Vijay got a yellow card at school. I met the teacher and left the judgement to her, and she agreed to become his guardian in school! Again, my son pleased me several times by doing small, small things greatly!

How to rationalise this in your mind-set? Simple! What I have done is to imagine that all of us live in our respective social circles and each of us can draw his own social circle the way he wants. For example, I am a middle-class *lakhpati*; mentally, I am in association with similar *lakhpatis*! In my own circle, I try to do small, small things greatly. This way, I create my own pleasures and reduce my stresses and strains.

I learnt this from my father when my younger brother Vinod and I were growing up together. Vinod is younger than I by two years. In the ninth class, we were together because I had to drop a year due to sickness and my brother had gained an additional year because he started earlier when he saw me going to school. If this was not bad enough, I



When you grow up, you better get into I.I.T. Delhi! Then Ph.D at M.I.T. And a first grandson for me!

failed in the ninth class whereas he passed!! My father was a wise man. He did not shout at me. He simply got me to repeat the ninth class in commerce and sent Vinod to do the ninth class again in science subjects. It was tough for me. But my father and my brother were sporting because they realised that I was doing the best I could, and my father was happy at that. Looking back, this was the most wonderful thing he did for me and for the family.

Very often, parents' overexpectations put too much stress on children and cause permanent damage to their mind-sets. I know for sure that my father, being an engineer, wanted me — his elder son — to become an engineer. I did not have the capacity to do it. He changed his expectations and I am confident that he was happy with his decision.

For this thoughtful act of his, I have dedicated this book to him. However, he was always a worried man... stressful and with lots of "what if..." worries. I was able to help him a bit when, as a student at the University of Minnesota, I sent the book *How to Stop Worrying and Start Living* by Dale Carnegie to him. My father may not have been a great man but he did small things greatly.

I learnt another small thing from my father: *There is nothing so powerful as the truth.*

You may be laughing at me and wondering if truth is powerful in this *Kalyug*. Well, it still is. If you want to reduce your stress, this is also one good way. But let me hasten to put a qualification to it by saying that honesty is still the best policy, with a little bit of common sense.

Truth is powerful. Truth is wonderful. Truth is pleasurable — the opposite of stressful!

It takes years to develop the habit of speaking the truth.

SIMPLE WAYS TO MANAGE STRESS



Tell the truth and “face the music.” You will have stress for a minute or two or three! The sharper the storm, the sooner it is over.

SIMPLE WAYS TO MANAGE STRESS

But once you are able to nurture and cultivate this habit, you will be able to increase your self-confidence. Your life will then become transparent to others and to yourself and your stress and fears will be far less. You will become a hero to yourself and your self-respect will go up by many notches.

Look around. Audit your friends and associates. Look for those who are less stressful, more vibrant, more joyful and then learn from them! I have been doing exactly that. At the surface, truthfulness appears to be so stupid that it seems foolish to be truthful. But when you peep into the lives of such people, you will get the surprise of your life. At least that is what I have found.

Manage your time as you manage your money



Do you know how a 70-year life span is spent? On an average, 25 years in sleep, 8 years in study and education, 6 years in rest and illness, 7 years in holidays and recreation, 5 years in commuting, 4 years in eating and 3 years in transition, i.e. getting ready to do all the above activities.

That leaves only 12 years for effective work. Charles Schwab, an American millionaire, paid a consultant 25,000 dollars in 1936 to advise him how to best use this precious, irretrievable resource. His advice: "Start your day with a 'To Do' list and prioritise the vital few after picking them from the trivial many."

Manage your time as you manage your money

TIME IS money. Every minute costs a large company 3 paise of every Rs. 100 given by it as basic pay to each of its employees. In other words, an executive with Rs. 4,000 as basic salary costs the company Rs. 200 per hour. I am talking of the effective minute — after allowing for vacations, coffee breaks and PP (personal politics). Do not forget to include the cabin, the secretary and other overheads when you work out the per-hour cost. You are welcome to come up with your own figure.

Now, having realised this, you can manage your time better. Once you start doing this, you will begin to enjoy it.

To get an idea of better time-management methods, read and observe your smiling colleagues. You may learn the following from the ones who manage their time well:

1. Arrange things in your office in such a manner that if you want a thing, you can get it fast.
2. Use the checklist yourself and insist that everyone who reports to you also uses it.
3. Discourage frequent interruptions. Do not let others

Parker's principle ...

“
Everyone likes
to do what he likes
and not
what should be done
”

It is a common phenomenon in offices. You ask your colleague to do something and just when you are expecting the results, you discover that he has been at something else just because he liked doing that and did not do what should have been done.

Why do individuals behave so? Part of human nature... maybe.

How can we motivate? Money is not the answer in such situations. Don't just tell the individual about the activity. Show him the goal that it will help in achieving so that he not only knows the force that he has to apply but also the direction in which he has to apply it.

The answer lies in team work. And you, as the leader, have to build in team spirit.

interrupt you often or do the same to others. Once, I saw a boss who called in his secretary 26 times during the day. You can imagine the output of the poor secretary.

Please find out where your time goes. Very often, we spend more time on things which we like and not on those things which have to be done. Have you heard of Parker's Principle?

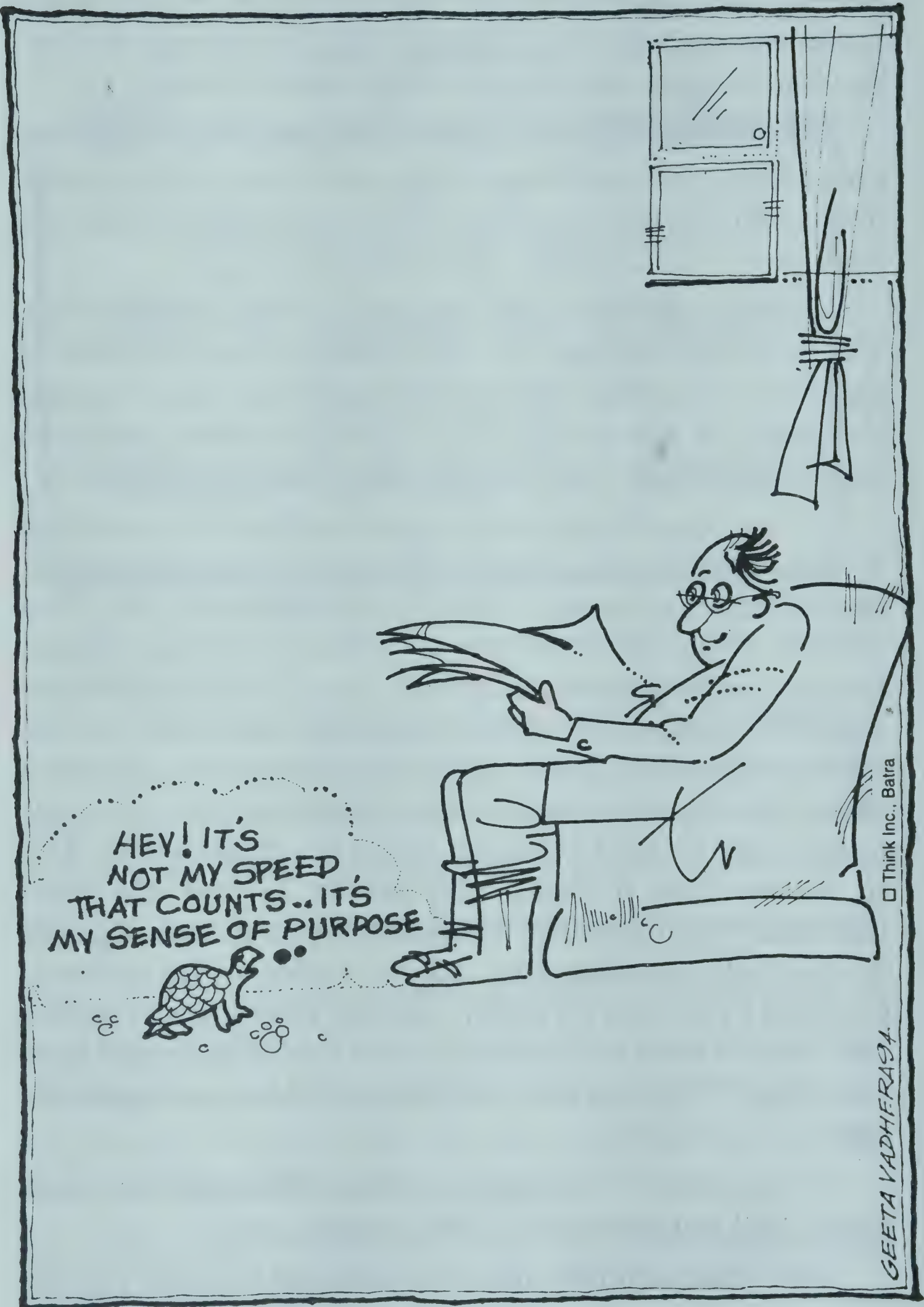
Everyone does what one likes and not what should be done. This was the outcome of Jim Parker's three decades of experience in selling Ford tractors in Africa, Asia, Australia and India. It was prompted by a small incident, similar to the kind of thing that happens almost daily in our lives:

There was a consignment of road rollers which was sent by rail to Patna. The Head Office instructed the resident representative to ensure that the consignment was taken delivery of on the arrival day to avoid demurrage charges. And the representative did exactly that. On the eighteenth day, the consignment arrived and was taken care of. But when his monthly performance was reviewed in the Area Reps' meeting, the representative mentioned that he went to the station daily to find out about the consignment. Yes, sir, he was there in Patna every day for 18 days. He could have easily toured nearby towns and deputed an assistant to do the daily checking. But, no, he wanted to be in Patna, probably to be with his family, and therefore found a perfect alibi "to do what he liked to do and not what should have been done." He was just not bothered about managing his time.

If you want to manage your time effectively, first of all please find out where the time actually goes.

Ask your secretary and your assistant to clock you for

SIMPLE WAYS TO MANAGE STRESS



SIMPLE WAYS TO MANAGE STRESS

six days and compare the analysis with what you should be doing.

Know your Time-Stealers — six of them! Maybe they are:

1. Frequent meetings ... there is no agenda!
2. Not to be a good chairman of a meeting.
3. Too many interruptions to others and yourself.
4. Not giving detailed instructions to your people.
5. Not taking timely decisions.
6. Statistics collection ... too much is not good.

Know Your Time-Savers ... six of them! Maybe, they are:

1. Getting up early and going to bed late! You do not need more than six hours of sleep. Yes, sir, this is a fact.
2. Have exclusive transport. Even if you have to give your car to your pampered wife and children, use a good motorcycle yourself.
3. Cut social functions where your substitute will be equally good and no one will miss you.
4. Think of the telephone first and always. Must install an intercom. Use telegrams, fax messages, E-mail, etc.
5. Listen to your wife. First do what she says. Avoid her nagging.
6. Listen to your boss. Do what he says. Takes only minutes to do. You will not get reminders.

In training courses, I drive home the point by asking the participants to take out Rs. 100 notes. A few do so

SIMPLE WAYS TO MANAGE STRESS



Don't stuff your life with too many activities; you surely will become stressful. Life itself is a big menu. When life offers you its goodies, pick up a few and pass on the rest. It is quality and not quantity that matters. A greedy person is a stressful person.

quickly. I ask them to tear their respective notes into two. Everyone looks at me. No one does it. At this moment, I tear mine into two portions. Everyone looks at me as if I have done something wrong or illegal. At this time, I explain to them that we are so concerned about a torn note which can be exchanged at a bank, but do not give the same thought when it comes to wasting our time talking or doing things inefficiently or wrongly.

Why not do this experiment yourself? Incidentally, I am never short of time — which is short with many of us. We become stressful when we do not have enough money or time.

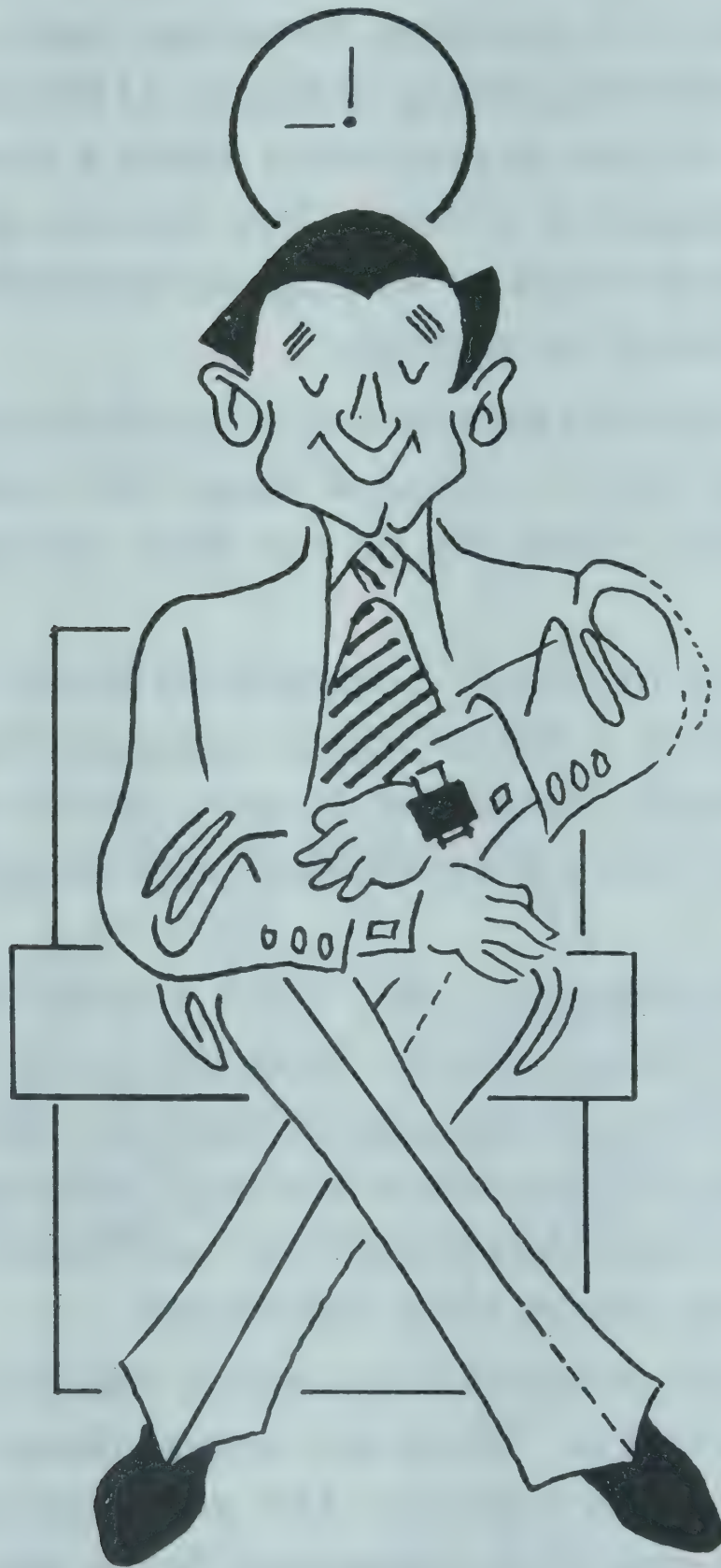
To reduce my stress, I implement better ideas to save time and money. I follow simple concepts like: “Delegate but don’t forget; Needs can be met, greeds never.” Start doing it. It will take a few years and it will become your habit. Start now!

If you have time to relax, won’t you be able to reduce your stress? You surely will. God has given 24 hours to everyone ...to you, to me and to everyone else. Then how is it that you find some always in a hurry, some always having plenty of time (and thus being lazy!) and some relaxed with serenity oozing out in their behaviour?

You can do plenty of things which will give you enough time to be stressfree. There are several things you can do indirectly as well as together. The *gurumantra* is MISER, i.e. M for Merge, I for Improve, S for Simplify, E for Eliminate and R for Reduce. Any activity is translatable into time. Activities can thus be “time stealers” or “time consumers.”

Again, you have to be conscious of what you want to

SIMPLE WAYS TO MANAGE STRESS



If you are ten minutes early, you are five minutes late! Simple! Always arrive 15 minutes early for an appointment, a date ... you will reduce your stress.

achieve in the time available and be happy with it. You can feel miserable by wanting to stuff your time with so many useful as well as useless activities. You have to learn to say “yes” or “no” and keep on fire-fighting till you achieve the state of being 90 to 96 per cent stressfree, i.e. the *nirvana* stage.

To overcome the fear of meeting new people, new places, new situations, remember that you don’t need to know as much as you think. Ask open-ended questions that require more than a “yes” or “no” answer. You will encourage others to talk; this way, you will be able to reduce your stress level — anxieties, doubts and uncertainties. You will be better informed — your “what if...” fears will decrease and you will increase your confidence level. I actually do it. Let us suppose there is a seminar which I have to address at 3 p.m. I reach the venue at 1 p.m., have lunch with the participants, sit through the class listening to the preceding speaker and by then I am fairly well versed on what is expected of me. Further, I use my own Kodak slide projector; I reduce my uncertainties. When slides start coming on the screen, I am at ease in remembering the points, the stories and the humour. I do not have to fiddle with gadgets and unknown and untried equipment. In between, I keep on asking the course director what minor changes he would like me to incorporate to make it a more focussed programme. The result: a spark in the eyes of the participants and less anxiety for me. Don’t ever forget the American axiom, “If you are ten minutes early, you are five minutes late!” Always arrive 15 minutes early for an appointment, a date, job starting time, and so on.



“Stress occurs when you have to deal with things that do not sit right with your mind. Constructive work is soothing. I have my most relaxed moments in the operation theatre when I am totally at peace with myself. Working hard never killed anybody but too much leisure often does. For example, I have a mind-boggling lecture and teaching schedule this month, but I would get stressed if I cut back on some of the commitments as I would feel that I am not doing all that I am capable of. And pay your taxes. This is essential for cardiac care. Greed is the heart’s biggest enemy.”

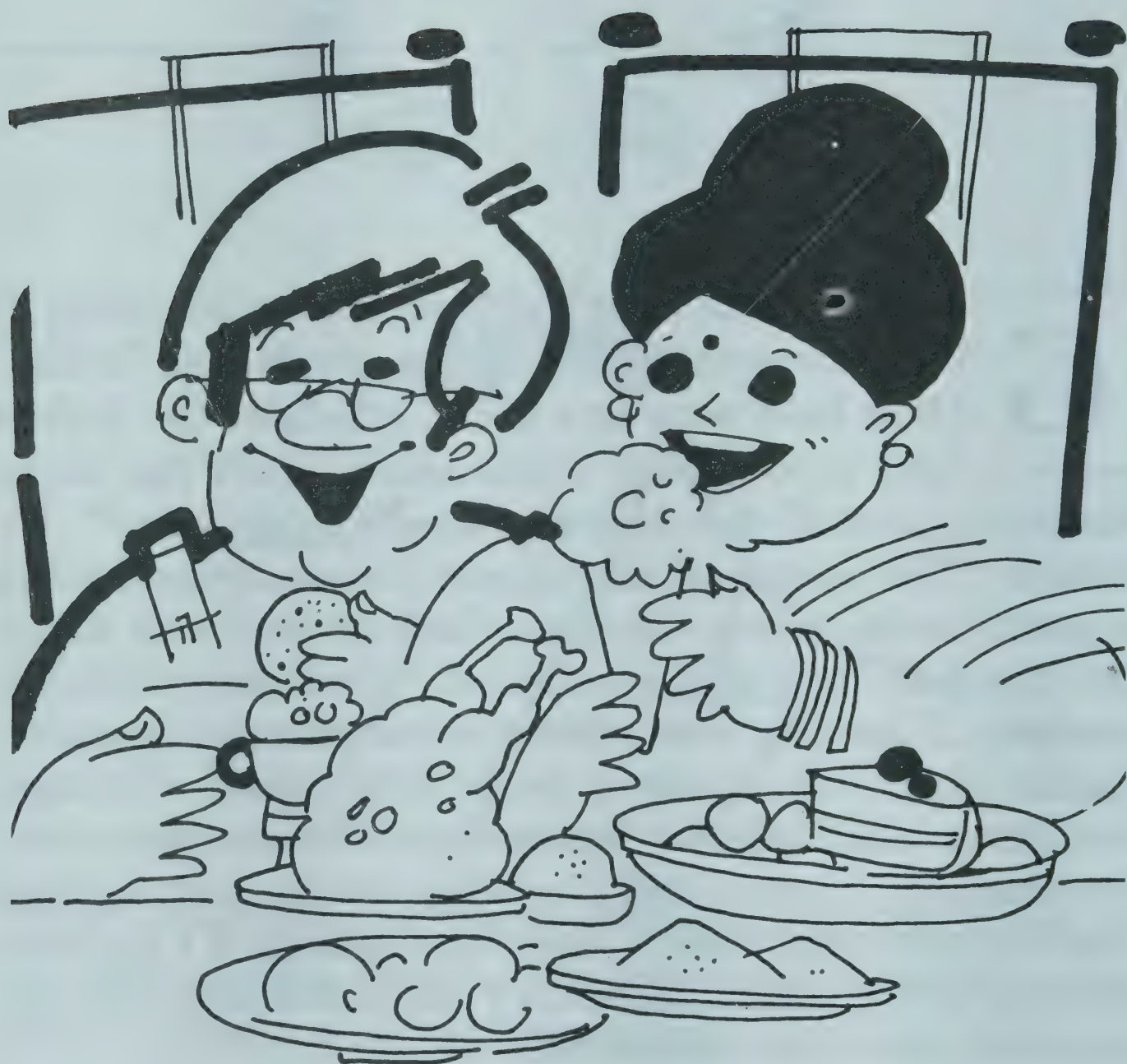
— Dr. Naresh Trehan

Needs can be met, greeds never

GREED is the heart's greatest enemy, according to the renowned heart surgeon, Dr. Naresh Trehan. Not hard work or a hectic schedule! Dr. Trehan put it very nicely when asked, "Isn't this hectic schedule against all that doctors normally recommend?" He replied, "This is one of the biggest misconceptions going around. Stress occurs when you have to deal with things that don't sit right with your mind. Constructive work is soothing...I have my most relaxed moments in the operation theatre when I am totally at peace with myself. Working hard never killed anybody but too much leisure often does. For example, I have a mind-boggling lecture and teaching schedule this month but I would get stressed if I cut back on some of the commitments as I would feel that I am not doing all that I am capable of."

He continued, "It is also very important that people have the ability to switch off when they leave their workplace. Every five-six weeks, one should just take 2-3 days off; it helps you put things into focus. And please underline this: Pay your taxes. This is essential for cardiac care. Greed is the heart's biggest enemy!"

I am an admirer of Bhagwan Rajneesh. He was the best



DON'T LIVE TO EAT
EAT TO LIVE...
and reduce your stress!

salesman we ever had. During my tours to Pune, I used to attend his discourses. I was successful in selling some tractors for use at his farms. His organisation was superb. His devotees came from all over the world and consisted of professionals... many of them can be rightly called the creamy layer!

His publications are of a class by themselves. The list is mind-boggling: Management in action; Leadership; Motivation; Missionary zeal; and so on.

He was the doctor for leading people to stressfree lives. No doubt, he gave rise to controversies. But he was able to attract people who came to him to reduce their stresses. He did a marvellous job for them.

Do you want to reduce your stress and strain in simple ways? If so, frequently ask yourself the questions: "Is it necessary?" "Do I really have to have it?" Make this your habit. You will be a happier man, like I am!

For example, is this trip necessary? Do you have to make the trip or can you use the phone, parcel post or mail? Or maybe someone else can do it "almost" equally well. "Almost" is very important; yes you can do everything yourself, maybe far better, but is it worth it? Life is full of trade-offs! Life is adjustments! I do not go to many places; this way my social circle is getting smaller. I am trading a larger social circle for "less stress." Fine with me. I do more of those things which I like more, such as spending more time with my family and reading and writing. I also spend more time thinking of the thinkables as well as the unfathomables — the rainbows, the snow, the fantasies. Period.



Give fish to your son, he eats for a day; teach him to fish, he eats every day. Do not unnecessarily “bleed” for your children. Make them tough to handle life on their own.

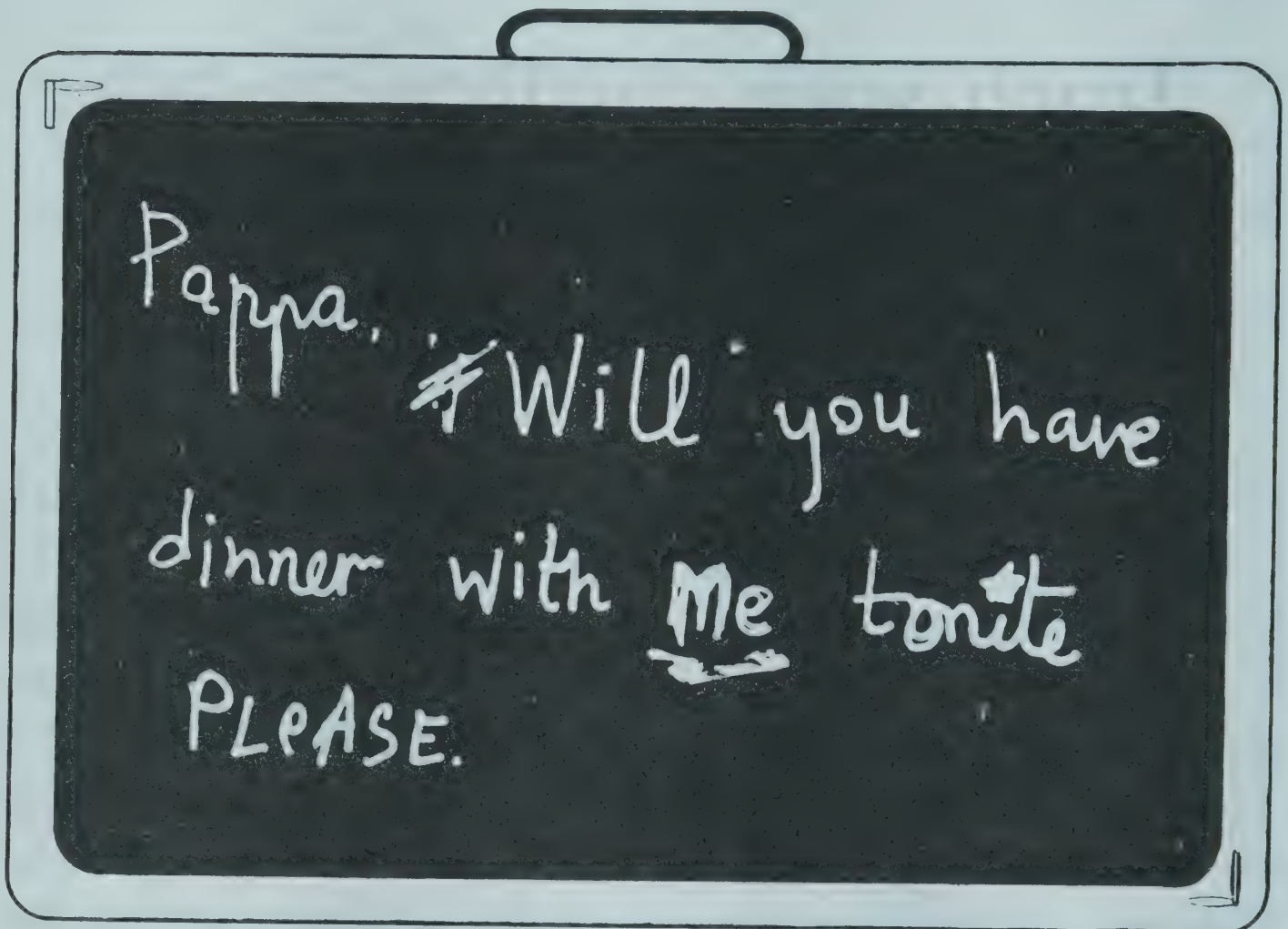
Teach your children to fish

RECENTLY, there was a news item about a rich man — the Nizam of Hyderabad — who in 1976 very carefully and cleverly created trusts so that his descendants could live comfortably. But within a generation, his loved ones are virtually on the “footpath.” I had seen a similar news item years ago about the descendants of Bahadur Shah Zafar, who now live on the streets of Calcutta. And one can almost see similar things among our relatives and friends.

Why does it happen? Simple. As loving parents we go in for foolish pleasures rather than for simple ones. We want our children to have such things which make them foolishly happy like say, a Yamaha or a music system for Rs. 35,000! And the children can't earn at this time more than, say Rs. 3,000 per month. What happens? Soon, these goodies create false values in their minds and they start craving more foolish goodies. And *mera bachcha* (poor kid) becomes a source of eternal cry instead of eternal joy.

I do not have all the answers to this question, but to me it is as simple as “Give fish to your son, he eats for a day; teach him to fish, he eats every day.” Recently, my daughter Divya got a summer training assignment for Rs. 1500 as stipend. She insisted that I accept the amount as her

SIMPLE WAYS TO MANAGE STRESS



Arun
5 Years

Arun is not the only child who goes to bed wishing this. Experts worldwide believe that the best way to prevent drugs from entering your home is to '**BE YOUR CHILD'S BEST FRIEND**'. Have at least one meal with your child everyday. Heed your little Arun's Plea. Make a wise decision. Start tonight. Celebrate **WORLD ANTI DRUG DAY** (26th June) with your Child.

For further information contact

DR. YUSUF MERCHANT (President DAIRRC)



COMMISSION
OF THE EUROPEAN
COMMUNITIES

DRUG PREVENTION UNIT

first earning. For me, this is a simple pleasure. But I can see the scenario if I were to adopt the *mera bachcha* concept: She has worked very hard and therefore I must let her have a vacation in Mussouri, which would further mean my providing her with a music system, clothes, hotel stay... and piling one foolish pleasure over another foolish pleasure! Right?

I am not at all suggesting that we should not indulge in providing comforts to our children but it has to be done thoughtfully. I always try to remember that a son can make a *crore* (billion) from ashes and vice versa. As parents, we must spend quality time and money which we can easily afford to invest in simple pleasures for our children instead of in foolish pleasures for them. We, as parents, often unnecessarily bleed for our children resulting in avoidable family stresses.

Recently, the Drug Prevention Unit of the Commission of the European Communities came out with an excellent advertisement: “Papa, will you have dinner with me tonight... Please” — Arun, 5 years. Having *dal* and *chapati* with Arun is a simple pleasure as opposed to the foolish pleasure of bringing home ice cream, balloons and imported toys for him at 1 a.m. Think about it! The advertisement continues: “Arun is not the only child who goes to bed wishing this. Experts worldwide believe that the best way to prevent drugs from entering your home is to ‘**BE YOUR CHILD’S BEST FRIEND**’. Have at least one meal with your child everyday. Heed your little Arun’s plea. Make a wise decision. Start tonight...”

Our children can cause us a lot of stress and strain. It is said that raising a child is very difficult. But this difficulty is laced with pleasure and satisfaction. Stresses and strains



When you have rich children to raise, you have a problem. Learn from the *Panchatantra*. In it, a king gives his sons away to Vishnu Sharma who makes them worldly wise through stories. Read *Panchatantra*.

due to “acts of God” are part of life and have to be taken care of through creativity and imagination.

But then, there are stresses and strains which are strictly “parents-made”! Sometimes, parents perform their parental duty only part time, raising latch-key children or “*ayah-made*” children. Such children can cause manifold stresses and strains. Knowing this, you can blend your working pleasures with family pleasures. To get this fixed in your mind, see Hindi movies and read newspapers with an open mind and then think that all this can happen to you too.

The agony (extreme stress) of a son or a daughter going astray can more than offset the pleasures of any amount of wealth, success and luck. This happens; has been happening for ages. That is why the *Panchatantra* was written. It was written in Kashmir, about 200 B.C. It was even then consolidated from ancient stories and these eighty-four stories were subsequently spread throughout the world, with a twist here and a turn there. They are as fresh as they were then. I raised my children on them and now I am narrating them to my grandchildren, and hopefully they will tell them to their grandchildren.

The stories revolve around the wise conduct of life. Their genesis lies in a wise and wealthy king who had three sons. The wise king realised that his sons were hostile to formal education. He felt his kingdom was of no use if his sons were not wise enough to manage it after him. The king realised that he needed to arrange for instant education for his sons, and called for Vishnu Sharma. Vishnu Sharma, 80, not interested in wealth, promised to educate the sons in a period of six months if they were sent to his *ashram* in the jungle. He taught them through stories, and the compilation came to be known as *Panchatantra*. Well, do we send our



A man can rule a nation, can even manage General Motors, but cannot handle his son. He loses his objectivity. In solving short-term problems he creates long-term problems.

children to make them worldly wise? Foolishly, we overprotect them and cause millions of stresses to every family member.

I suggest that you pay attention now before it is too late. Look around. Make your own mini-*Panchatantra* to reduce stress in your later life — your harvest years, the years which are meant to be enjoyed-and cherished.

Raise children objectively to reduce stress. In most cases, children cause too much stress! Maybe because God gives children to inexperienced parents.

It has been wisely said that a man can rule a nation, can even manage General Motors but cannot handle a son. Raising children is a very demanding job which requires more objectivity and less subjectivity.

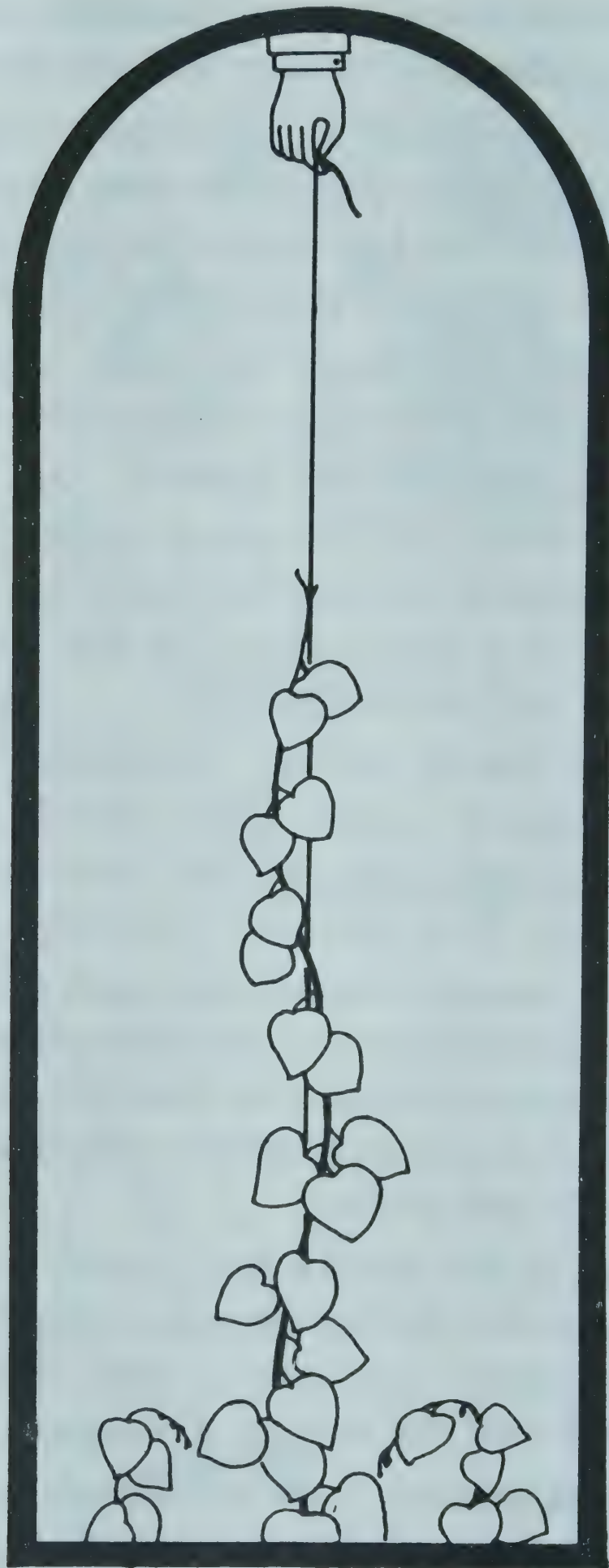
Each parent has to behave “ruthlessly” to bring up children. Look around ... many of the Marutis and Yamahas on the road are actually guilt offerings from parents to their neglected children. It is misplaced sympathy!

It is proven research that we can teach love, discipline, respect and accommodation to our children during their first 100 months. Many such studies are available. But then most of us think that it is not applicable to our children because they are different and special.

The largest of the world's fires can be prevented by a cup of water poured at the right moment. Similarly, a rebuke at the right moment can save a child from becoming Duryodhana and save the parents subsequent stresses.

When I look around, I see my friends brooding over their children. On average, 60 per cent of their stresses are due to their children and the remaining 40 per cent because of themselves. We as parents must become Angads (firm as rocks) in certain things and have *Laxman rekhas* (set their

SIMPLE WAYS TO MANAGE STRESS



Courtesy:
The David
Senton Seminars

Each one of us needs a helping hand to grow.
Once grown, give yours...

outer limits) as soon as children cross the age of 36 months, and do so fully by the time they touch 100 months. When they are around 200 months, start reducing these percentages objectively and by 300 months, start turning your discipline to trust! Raising children is an art and not a science. Keep on learning from books, friends, colleagues and your gut feelings. You may have far less stress. Good luck.

Also, training reduces stress. Keep on trying to get more and more training so that you can grow taller and move ahead. Look at the plant in the illustration. With a bit of a helping hand, the plant in the middle has grown taller and healthier while the others are under stress. If need be, you can arrange your own training — in the evenings or on holidays, by others or by reading books suggested by your seniors and colleagues. Training will prepare you for your tomorrow. You will be better equipped to face the uncertainties and thus reduce stress.

SIMPLE WAYS TO MANAGE STRESS



Be proud of what you do for your living. Never lose your self respect. Because he who cannot respect himself, cannot expect others to respect him.

What will people say, what will the auditors say...



MOST OF the time we are stressful as we are always thinking about what people will say if we fail in our examinations; if we are badly dressed; if our hair are not well groomed; and so on.

What to do?

Well, not that anyone else can do much about it. We have to do it for ourselves. Let me help you.

Visualise our Ganeshjee — refer to the opening page of this book. Ganeshjee has a crown, which as you know was part of our dress centuries ago...it was replaced by the turban, the hat, and so on. Well, it signifies self-respect. In today's world, we must wear our own crown ... never mind, be it of gold or of silver or of paper!

Never lose your self-respect because if you lose it, you have lost all. One who cannot respect himself, cannot expect to be respected by others.

Failure causes stress...lots of stress. But for a wise man, failure is not falling down but staying down. Failure is not the end of dreams; it is only the beginning. Failure teaches success if you are open to new ideas and consider failures to be stepping-stones to success. A man can fail many times,



Abraham Lincoln became President of the U.S.A. when he was 51 after a string of failures. Because he was a good President, people criticised him the most. To remain stressfree, his thinking was crystal clear: No man is good enough to be President, but someone has to be!

but he is not a real failure until he begins to blame someone else. Stress leads to failure.

There was one man in this world who believed in all that has been said above, and who has become a "lighthouse" for millions of stressful people who followed him. His name was Abraham Lincoln. His resume is as follows:

Age 22, failed in business.

Age 23, ran for legislature and was defeated.

Age 24, failed again in business.

Age 25, elected to legislature.

Age 26, sweetheart died.

Age 27, had a nervous breakdown.

Age 29, defeated for speaker.

Age 31, defeated for elector.

Age 34, defeated for Congress.

Age 37, elected to Congress.

Age 39, defeated for Congress.

Age 46, defeated for Senate.

Age 47, defeated for vice president.

Age 49, defeated for Senate.

Age 51, elected President of the United States of America.

Abraham Lincoln did not bother what people said about him when he failed. Even when he became the President, people still criticised him but instead of becoming stressful, he expressed this deathless line: "No man is good enough to be President, but someone has to be."

Lincoln would certainly have believed in the fact that a failure is an opportunity for a man who has kept his self respect intact. Now, thinking the Lincoln way and trying to be happy will give you happiness while you are going about achieving it. You do not have to worry about what others think about your failure; they are too busy thinking about their own failures! Each step towards success can give



A positive attitude pays. Use a Mood-o-meter to self-assess your attitude. It is a device which you can make yourself indicating the positive factors and the negative factors. Ensure that you stick to positive factors which will take you up, up and up. Stress has no chance to become your friend!

happiness if you are trying to do it bit by bit, creatively as well as imaginatively. Never forget that happiness is always short-lived unless you can make it long-lived! Achieving your small goals by thinking the creative way leads to happiness, because you don't have time to be stressful.

Creative thinking can be done when your self-image is intact. You can then face people as well as your other auditors in life. Your self-image is in your mind. Your self-image improves when you have good family relations, good moral standards, good friends, enough cash, when you love what you do for a living, follow the essentials of your religion, and so on. Nurture your self-esteem by helping other people. And remember that rejections reduce self-image. Whenever you are rejected, it is not you who is rejected but it is your action or activity that is rejected. Analyse each rejection. I can, I can...will always improve your self-image. You cannot do it overnight; it is a very s-l-o-w process, but never give up. No one can make you feel inferior without your permission. There may be a hundred ways of improving your self-image and reducing your stress levels.

My friend O.P. Chawla is not afraid of auditors because firstly he knows his job exceedingly well, and then he does his homework very well not only before the audit but throughout the year and puts in a lot of hours himself, inspiring his men to do the same. He has lots of common sense and keeps on learning every day.

My self-image is very important to me to remain stressfree! I make sure that I feel good about myself ... most of the time. I achieve it by reminding myself of my own successes over the years and keeping a list of my successes handy! What I think of myself at any moment depends upon my own thinking in my mind and my own feelings in my heart.

SIMPLE WAYS TO MANAGE STRESS



...If we cultivate the habit of rising each morning with a positive attitude, it is surprising how beneficially this simple little act can influence all our thoughts and actions for the rest of the day...

A positive attitude pays. Therefore, I use a Mood-o-meter all the time. It is a simple device which indicates moods going up (positive) or down (negative). You can prevent yourself from going down by refusing to entertain negative thoughts and seeking goodness in adverse conditions.

I speak to myself. If I have nothing good to say about myself, I keep my mouth shut! Difficult, but it is better that way!

Please remember that when you feel good about yourself, you improve your self-image and it is a fact that it reduces your stress. Why? Because you can hold only one thought in your mind at a particular time. Try! If you are thinking about Taj Mahal, can you think of what Ramesh said to you tauntingly at lunch? Years ago, I took a motorcycle accident victim to Holy Family Hospital. Unfortunately, he could not make it but since then I have had the good feeling that I did my job. Whenever I foresee that stress is trying to approach me, I start playing such mental floppies on my mental computer.

How can you do it now? Well, why not volunteer and do some social work in your neighbourhood? It will work. I can tell you from a living example. Years ago, my wife used to fret and fume about streetlights, the pigs and the watchman. I encouraged her to become our lane's block representative. On an average, she now spends an hour a day, makes several calls per day, has become "Rajni" to some extent(!), and has been able to reduce her stress by 30 per cent !! She has that much less time to worry and to nag me and our daughters! Believe me, if you have a strong self-image, your stress levels will be lower.

Do what you think is right and know that it was right.



Make others happy...to reduce your stress. You will begin to get delight in their happiness. A self-centered person cannot be happy or have peace of mind. Motiveless service yields pure joy. There are many ways in which one can help others at little or no cost. Only a pure heart is required.

SIMPLE WAYS TO MANAGE STRESS

Do not bother what people will say... what the auditors will say... what colleagues will say... what neighbours will say. These are immobilising thoughts. Remember the story of the father, the son and the donkey going to the market. They got so influenced by what people thought of them that neither could ride the donkey. Well, do what you think is right, what you think is proper and so long as it is not in your selfish interest, go ahead and do it. Remember, you can always rectify your wrong decisions the moment you find them to be wrong. On the other hand, if you do not take any decisions at all, how will you ever be able to improve your future decision making?

A PROMPT



Learn to say “thank you” and “sorry” instantly

NORMALLY, most of us are too miserly in using the words *thank you* and *sorry* — in any language. Each one of us behaves like a rationing officer when it comes to these words! However, I take these as stress reduction tools. In real life, any tool has to be used skillfully. We have to use these tools (*thank you* and *sorry*) very skillfully too, respectfully and with common sense.

I have mentioned common sense because you don't have to be an M.B.A. from Harvard or B.E. from IIT, Delhi. It merely requires your following logical concepts such as putting yourself in others' shoes.

Thank you and *sorry*, as I said, have to be felt and expressed instantly. A birthday card sent a day late is like a one-month old newspaper! I remember, I was with my vice-president friend Mr. M.M. Mehta when his secretary brought in New Year cards on 6th of January and he politely pushed them away. I realised that the “season” was over, the festivities and the mood were over. It is better that greeting cards reach a few days earlier than even a day late.

Many of us are too shy to say *thank you* or *sorry* instantly. We want to put them across nicely and when in a good mood. This is wrong. Follow the concept: “Don't make best

SIMPLE WAYS TO MANAGE STRESS



Sharing sorrow at a death-related ritual is very difficult. What to say and not to say is always a big problem for me. Because I believe in doing instantly, I go and sit and say nothing. My silence and my presence speak and that is enough.

the enemy of better.” More important than what you say or what you write is when you do so. Do it. Now.

My son Vijay has a bad habit. He delays his thank yous and thus becomes stressful. He forgets to carry gifts to weddings or birthdays or other occasions. He remembers later and keeps on feeling sorry and keeps on blurting out that he should not have forgotten. Possibly he cannot decide what to give. Possibly he has a phobia, but hopefully some day he will overcome it. In regard to saying sorry, he does so fairly instantly. He is short-tempered and therefore has to say more sorrys.

A thankful heart is not only the greatest virtue but also the father of all virtues. Do not ever forget this fact. At the same time do not forget that thank you is a poor wage and wherever someone has done a job, you must pay and then give a thank you as a bonus. Your reputation will spread slowly and steadily.

Years ago, I happened to travel by London buses. There, the conductors are used to saying thank you; to me, it sounded like *phank* you, i.e. a ritual. Avoid using it by rote. Say it with feeling in your voice, a smile in your eyes as well as on your lips and from your head and heart. Do not forget that you can fool yourself but not others, unless of course you are a good actor. The same is applicable to your saying sorry.

Sharing sorrow at a death-related ritual is very difficult. What to say and not to say is always a big problem for me. Because I believe in doing instantly, I go and sit and say nothing. My silence and my presence speak and that is enough. The other person feels that he is not alone in sorrow. At this time his need is not of words of consolation but of close ones being with him. Very often, when I can't go, I write. And when I write, I am as natural as I am when

KARMA IS NOT AN EVER-ENDING
CHAIN: IT IS A CHAIN THAT CAN BE
BROKEN AT ANY TIME. WHAT WAS
DONE YESTERDAY CAN BE UNDONE
TODAY... —U. Krishnamurthi



If you have not said "thank you" or "sorry" yesterday, do the next best and say them today.

I speak. Again, doing instantly is more important than writing well. All such instant actions reduce stress.

I send thank-you notes instantly. Very often, I mention thanks on the incoming letter and return it. I clearly remember writing a simple thank-you note to my vice-president friend Mr Umesh Banerji who had given me a loan promptly (half of my working life has banked on loans). And he rang me back saying that he appreciated my small note. Most probably, out of the three hundred loans he gives, he gets one thank you. Think about it.

Are you in the selling profession? If so, thank you is much more than two words. A good salesman must show gratitude which is the characteristic of a good person. By doing so, a salesman establishes his personality in the long run. Never forget that people like to do business with people they like. Any salesman is under stress because he has to sell to meet his targets within a time frame. Proper use of thank you reduces stress. The world's best salesman, Joe Girard, sends out 13,000 thank-you letters per month.

Showing gratitude for what others have done is characteristic of an outstanding person. And, by making his or her expression of appreciation more than a matter of ordinary politeness, it helps guarantee an outstanding future.

There are many ways to say thank you to your customers. Some of these ways are indicated below. Put them to work, or invent your own. You'll have only yourself to thank when your thank yous repay your efforts to win your customers' gratitude.

* Do you always thank your customer for giving you an order, even if it's a small one?

SIMPLE WAYS TO MANAGE STRESS



Say "sorry" and make it up! You will eliminate stress. Is this not simple enough?

SIMPLE WAYS TO MANAGE STRESS

* Even though you don't close the sale, do you thank your customers for giving you their time?

* Do you thank your customers for recommending you and your products or services to others?

* Have you ever thanked a customer in a practical way — by suggesting how he or she might increase sales or by going out of your way to provide data, news items, and the like?

* Have you ever added a personal, handwritten note to a birthday card, congratulatory card, or holiday greeting card, reminding your customer that the order he or she once gave you is still remembered and appreciated?

* After hearing a worthwhile talk by a speaker at a convention, have you ever written this person a few lines of congratulations, acknowledging your indebtedness for new ideas and viewpoints?

When Jesus Christ cured twelve lepers, only one stayed behind to thank him. In *Kalyug*, one in a hundred is fine. Do you want to be the one, or one among ninety-nine? Think about it. I am not perfect in my thank yous and sorrys, but I am aware of this human weakness and at least by doing it promptly, I reduce my stresses and strains.

When you convey your thanks, what you express in words is 10 per cent; what your eyes convey is 20 per cent; what you say from your head and when is 30 per cent, and what you say from your heart is 40 per cent! Therefore, even if you do not know, say, Japanese, say it to a Japanese even in Punjabi, because the Japanese will understand it. This is applicable to saying sorry also. The language of saying thank you and sorry is not only words, but meanings too. Read again. Have a nice day, every day!

SIMPLE WAYS TO MANAGE STRESS



When you decide to get drunk, you have decided to become stressful the next day. Remember, one NO at the right time would have given you happiness for yourself and your loved ones. When you skip 300 NOs, you become alcoholic and stressful for years. Simple.

Learn to say “no” and accept “no”

MANAGING stress is simple when you learn to say no, which will avoid several sorrys and mental strains. And also develop the habit of accepting no when others say so even mildly! Each one of us has a capacity to do a certain number of jobs and this has to be kept in mind. Similarly, the people with whom we deal — above and below — have limited capacities. If we are to reduce our stress, we must keep this fact in mind while accepting assignments or giving assignments to others. Let us not forget that we get stressful when we are not able to do the assigned jobs or when others to whom we have assigned some jobs are not able to do what they had agreed to. To reduce stress in life, add “cushions” and do your own calculations before you give commitments. It only requires common sense. Add to it, keep on checking sensibly and do not forget once you have given or taken a commitment.

Frankness hurts in the beginning but in the later stages it helps you in building your reputation. It reduces your stress. And it also reduces the stress of others.

Try the above for 180 days. Yes, if necessary, carry out mid-course corrections. For example, when your boss gives

VERY OFTEN, A CLEAR AND DISTINCT
CAN SAVE
A HUNDRED
HEARTACHES!



some instruction, you are tempted to say yes because you don't want to annoy or disappoint him. Similarly, in other circumstances, you do not want to hurt the feelings of others because you think that you are such a nice guy! Well, you have to decide whether you want to be a nice person, or less stressful and thus a nicer person.

“No” is the least used word and causes maximum stress and strain — everywhere in the world.

Each society has its own social problems. I saw a TV programme in the USA titled “My God, My Daughter Is Pregnant Again” which gave me insight into some by-products of a very advanced society. In this programme, on the dias were four mothers and their daughters; the latter had become pregnant again and again without being married. It was not an amusing programme at all; rather it reflected a pathetic state of affairs; I imagine the long term problems it creates for everyone. The relationship of mother and daughter, inspite of unbearable strain, did not break down permanently in each case. Surely, it was an eye opening experience for me.

Maybe, simple nos by these mothers when their daughters were very small, and using no once a week thereafter would have saved them the unbearable stress and strain caused by their daughters later.

Each one of us must learn to say no — maybe diplomatically, creatively and innovatively, and finally, in some cases, brutally.

Commitment reduces stress. Higher the commitment, less the stress. Look at any dog. He will be equally happy with the richest or the poorest of the poor masters. We do not have to be missionaries to be less stressful but we can

GOALS ARE MET
WHEN WE COORDINATE
OUR EFFORTS
WITH THOSE
OF OTHERS.



have a missionary zeal to reduce stress. Missionary zeal comes from faith in whatever you are doing — from selling tractors to selling housekeeping consumables. I have a friend, Ravi Murthy, who represented Johnson and Johnson in India through Modern Home Products. He sold floor polishes. Whenever he visited me, which was fairly often, he talked about housekeeping as if that was a national priority. He fully involved himself in the training of our staff on ways to handle the humble mop, as if it was an AK-47 or a computer pencil. Professionalism and sincerity of purpose oozed out of his actions and gave respectability to the job of housekeeping. There was no question of his being stressful for being fired or for not bagging the order. But he said no whenever he could not meet a deadline. His conviction convinced us that he meant business. This reduced the chances of any stress on both sides.

That is stress reduction when you are working alone, when you believe that you are doing something important and you have the mastery of the subject. You are able to roar like a lion. For the same reason a lion is not stressful in his jungle kingdom.

Now, when working in a team, you can either be very stressful or be a lion. Recently, I came across a training leaflet by Claus Moller. The headlines read:

“Do you play company football in your company?
Or you play football — football?”

Look at the picture on the opposite page. It says a lot. Unfortunately, many a times we act as solo players without coordinating our efforts with those of others; the result...failure to achieve our goals and the resulting frustration.

We have to be good leaders and good followers. As team



Sometimes it's hard to say "No." You have to decide whether you want to be a nice guy, or less stressful (and therefore nicer).

members, we have to have a big heart, correct ourselves, communicate with others to reduce misunderstanding and to play football the way it should be played. Our inner happiness comes when we play well — we are happy if we win; even if we lose, we will be happy for having tried as a team. But if we do not play as a team, we will become stressful. It's simple.



Shout whenever you are stressful. Children do. Demanding customers do, and get what they want. Before you shout, do your homework thoroughly and think about the likely consequences.

Shout whenever you are stressful

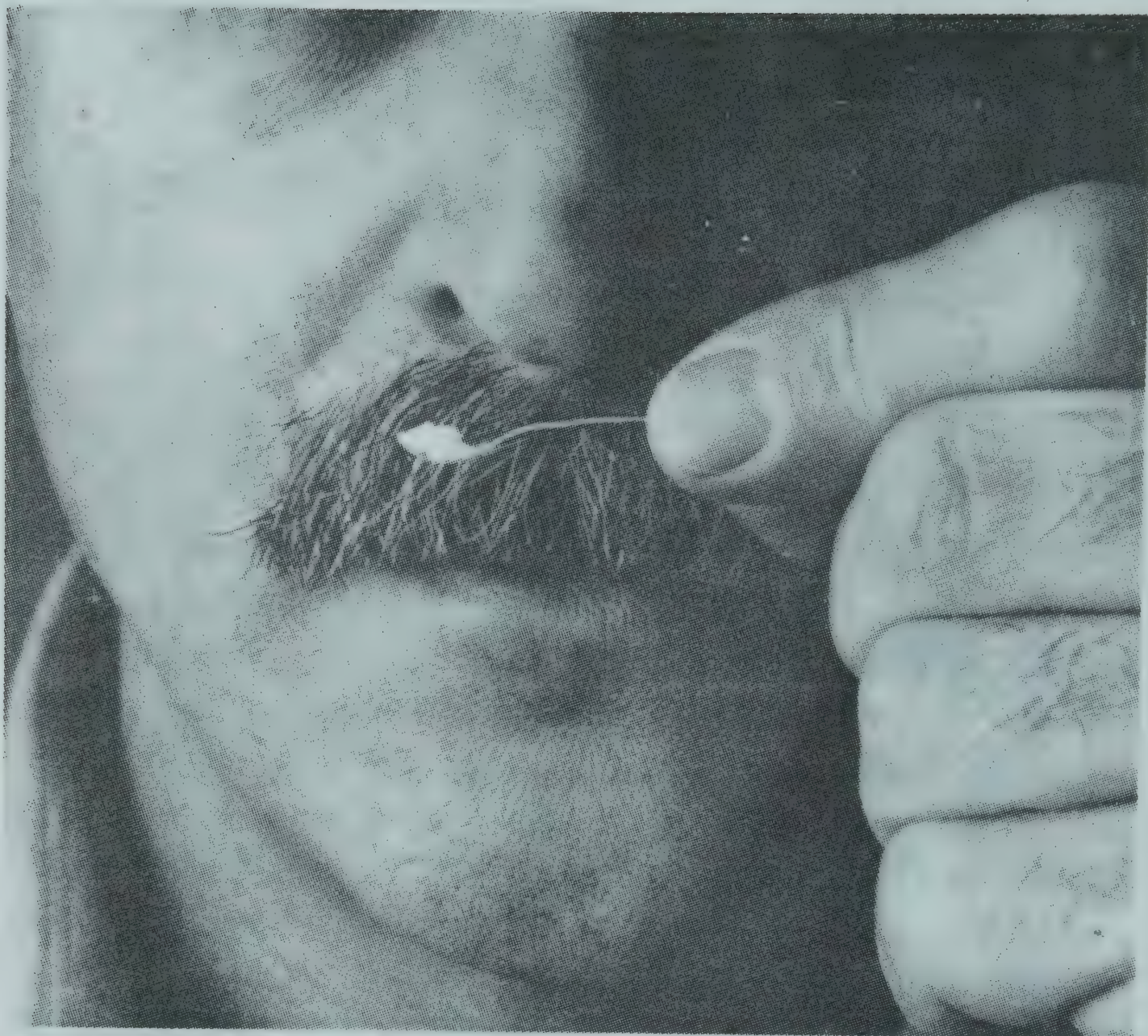
I LEARNT this from my granddaughter Gayatri who visited us a year ago (from New York) to celebrate her birthday. In fact we celebrated it for our own happiness; I do not think she realised what has happening! I noticed that she was happy 90 per cent of the time and stressful for only 10 per cent. Whenever she did not like anyone, say her Dadi or Nani, she struggled to come to Dada or Nana, not bothering that she was going to hurt Dadi or Nani in doing so. Instantly, she would become happy. She was only interested in her happiness, her playing and in whatever she wanted. And whenever she did not get what she wanted, she cried or shouted till she got what she wanted.

She was with us for a month. I noticed she did four things:

- * Laughed, played and did what caught her fancy at that moment.

- * Ate and drank what she liked; she summarily rejected what she did not like, not bothering about the wastage that it caused.

- * Slept like babies do. And after a few hours, she would



**HOW DO
YOU EXPECT
YOUR KID
TO KEEP HIS
NOSE CLEAN
IF YOU DON'T?**

They're the worst kind of hypocrite. Parents who warn their children about using drugs while they themselves are abusing drugs. What parents don't seem to realize is that it takes more than a good sermon to keep kids on the straight and narrow. It takes a good example. Without it, kids are likely to wind up abusing drugs just like Mom and Dad.

If you want your son to be strong.

If you want your daughter to have the willpower to walk the other way; practice what you preach.

Because you can't control your children if you can't control yourself.

**IF PARENTS STOP,
KIDS WON'T START.**

Partnership for a Drug-Free America.

Call 1-800/662-HELP National Institute on Drug Abuse Help Line

instantly get up and start playing, smiling and laughing again. There were no formalities as to who did and how much for her comfort. She was only interested in what she wanted at that moment.

* Loved her toys...she would smile and happily shout while playing with an old bunch of keys or opening cupboards at ground level and taking things out instead of getting pleasure from expensive electronic toys.

I do not fully agree with what my Gayatri does, but then one can learn to “shout” whenever you don’t like something or when you like something very much. Unfortunately, we instead experience “fry now, pay later.” Why? Because we do not want to appear to be selfish, ill-mannered, uneducated, classless. Wouldn’t it be nice if, like Gayatri, you expressed what you wanted — not that “brutally,” perhaps, but diplomatically? We elders believe too much in formalities, and the fear of hurting the feelings of others, without trying to find out what others are actually thinking or feeling, is always there. Maybe others are also shy like us!

Frankly, many times I almost behave like Gayatri — at home and at the office — reducing my stress considerably, but unfortunately sometimes increasing stress for my wife, family, friends and colleagues. Like a pendulum, I keep on moving back and forth from “selfish” to “selfless” zones — staying more in the selfish zone!

Shout whenever you are stressful. Children do so. Demanding customers also do so, and get what they want. But before you shout, do your homework thoroughly and think about the consequences.

Shout when you are yourself clean. I came across a good advertisement on drugs which I want to share with you (please see facing page.) It gave me a strong message. As

EVERY TIME YOU'RE UP AGAINST
A WALL, YOU DEPEND ON THE
VOICES YOU HEARD WHILE GROWING
UP: A PARENT,
TEACHER, OR
COACH.



"The Guru Story"

parents, we must not shout unless we are ourselves clean. Otherwise how can we be convincing? Here I would like to share a good story with you.

Once a mother was very stressful because her son was very fond of sugar — anything sugary; he would help himself to anything sweet several times a day, making his mother stressful. After talking with several friends, she decided to go to a great *guru*. After offering her courtesies, she told the *guru* about her big problem. The *guru* listened attentively and advised them to come after fifteen days. The mother and son did so, and the *guru* asked them to come again after twenty days. Again the mother and son did so. Again the *guru* asked them to come after thirty days. They came again and this time the *guru* was delighted to see them and had a chat with them. The mother got anxious and asked for the *gurumantra*. The *guru* instructed the son not to eat sugar and took the latter's commitment. Both the *guru* and disciple seemed to be relating to each other. The mother couldn't hide her stress and blurted out, "Guruji, if you had to tell him only this, you could have done so several weeks ago!" The *guru*, with his usual calmness and serenity, stated, "Ma, how could I? I was also eating a lot of sugar and how could I ask him to stop? Now that I have myself done it (i.e. I am myself clean, I can shout), I can instruct him to do so." Both the mother and son left the *ashram* with due reverence.

So, the drug advertisement makes sense. That is life. Forewarned is forearmed. As far as drugs are concerned, God, that is the most stressful experience one can ever have. I have a relative who is alcoholic and his habit is stressful for his immediate family members as well as for us. Probably shouting would have worked years ago, but somehow the parents did not do it and now it is too late.

SIMPLE WAYS TO MANAGE STRESS



Smoking is very stressful and only creative shouting can help! Nagging won't!! Years ago I was told that a smoker smokes a house away in his lifetime. Where there is smoke, there is fire! Similarly, behind a smoker there are problems which must be creatively solved.

SIMPLE WAYS TO MANAGE STRESS

In cases like this, the shouting has to be very loud and very frequent and as firm as Angad's foot in Ravana's court. In case of problems like alcohol or drugs, one has to shout earlier rather than later to save millions of stresses. Addiction is a disease and only professionals can help you solve the problem.

SIMPLE WAYS TO MANAGE STRESS



Not only does BFP create a lot of tension to its "victim," it also increases the blood pressure of the BFP person. KFP, on the other hand, does not cause stress.

KFP and BFP

IN ALL humility, KFP and BFP were discovered by me! They stand for *kee farak painda* and *bahut farak painda* (what difference does it make? and it makes a lot of difference!). These harmless words can kill stress like a hot knife can cut through frozen butter!! My Escorts friend in Bombay, Amrit Mehra, gave me the idea of KFP, a term used very frequently by his uncle while playing the game of bridge.

As you know, there are some people who, even when playing cards to relax, are under stress. Now, whenever Amrit's uncle's partner made a costly mistake, instead of becoming stressful and coming out with a mouthful, he used to say "KFP," making everyone around burst into laughter. Thank you, uncle. God should make more people like you. Think about it...should we play to relax or to become stressful?

And BFP was an idea given by my friend Subhash when I was talking about KFP in my training session at the Escorts Heart Institute and Research Centre.

On how to handle stress through KFP and BFP, I'd like to give you an excellent true story which will, in all probability, stick in your mind. Coca Cola and Pepsi were having Cola wars after the launch of Diet Coke in the USA. Pepsi came out with the concept of the young generation and went in for a record-breaking \$5 million contract with

SIMPLE WAYS TO MANAGE STRESS

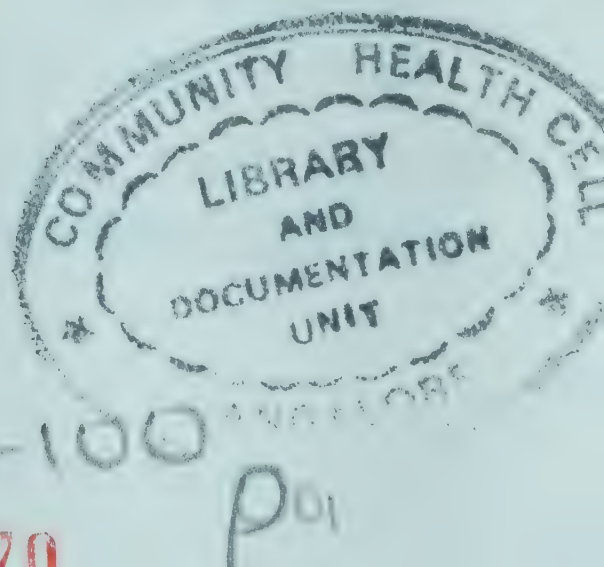


Life is full of situations that require our making a choice between KFP and BFP. Some of us keep the ratio between KFP and BFP at 96:4. Some of us keep it at 80:20. Many more at 60:40. A whole lot of us keep it at 50:50, and become stressful.

Michael Jackson. But for KFP, this contract would have been in the courts causing stress to the Pepsi management and its bottlers. It happened like this. It was stated in the agreement that Jackson's face would be shown 5-1/2 times. When Jackson saw the film rushes, he put his foot down and wanted it not more than 4-1/2 times. Now, the Pepsi management knew for sure that they had a watertight contract and more or less decided to go to court to teach a lesson to the "brat." As luck would have it, the very young president asked the greying marketing manager for his opinion. His response was instantaneous: "What difference does 5-1/2 or 4-1/2 circles make? If ever anyone came to know of our fight over this one circle, they would think that we were a bunch of idiots!"

Maybe I am called a chicken or one wearing bangles and what else you have, but my self-stated objective in life is to reduce my stress and I do it beautifully...my chicken way! For me, life is like a daily game of chess. Years ago, I learnt to sacrifice my pawns and to fight for my king, queen and bishops. This way, I lose on certain days and I win on certain days — and that is it. My stress levels remain manageable.

And about BFP. Well, frankly I use it very rarely. Because hardly ever do I face life and death questions. When it comes to my honesty, my integrity and my intentions, I do not compromise. However, if as in *Ramayana*, a *dhobi* comes my way and makes some stupid remarks, I raise myself to a level of not bothering myself with them. I know that no one can hurt me without my permission.



SIMPLE WAYS TO MANAGE STRESS



Oh God, thank you! I have what I need — I don't need what I don't have. Give me health, wisdom and the ability to serve.

Say your one-minute prayers often

PRAYERS always help. Frequent prayers help frequently. You can say “*Om*” or “One” and concentrate on “emptying” your mind of thousands of thoughts. Then, you focus your mind on whatever you want to do at that time, that hour or that day. Focussing helps in getting things done one by one and it also “decongests” your mind so that you can see through more clearly and specifically.

I would like to share my one-minute prayers with you. I don’t say these loudly, but to myself: “Bhagwanjee, I have all that I need. Thank you very much for it. What I don’t have, I do not need. I mean it. Please give me health, wisdom, the ability to serve and courage. And these for my near ones ...” I mention their names. I am able to relax. I am able to give auto-suggestion to myself. I do not want to be selfish, to ask God for conventional favours. I want to keep on giving positive strokes to my mind which is the fountainhead of either happiness or stress. This way, I always have mental happiness — 96 per cent. I know I have to deserve before I ask. I also know I have to work for what I want. There are no free lunches.

I know people who spend fifteen to ninety minutes

SIMPLE WAYS TO MANAGE STRESS



I force my mind to smile inside by always counting my blessings. Believe me, even if I have to go for open-heart surgery, I will count six blessings to reduce my stress.

saying their prayers and going through the rituals. They use beads. Very good for them, if they are able to reduce their stress and anger. I also notice that this method does not work in some cases. The time I save by not doing long prayers, I spend on thinking or doing what I have to do to get what I want. In my case it works. I also say my religious prayers, “*Om bhur bhava...*,” “*Hey Daya May ... Ram, Ram, Ram...*” The idea is to say nice things — even in your mind. It will help in reducing stress. Find out what suits you and custom build your prayers to suit your circumstances.

Very frequently during the day I count my blessings, which are plenty. For example, sometimes, I remind myself to be happy, say, by imagining that thank God, I don’t have to undergo open-heart surgery. And in case I have to, I would still thank God, because I do not have diabetes. And if, God forbid, I have that too, I will say, thank God, I can “afford” to get my bypass done at Escorts Heart Institute and Research Centre for Rs. 1,50,000 and Escorts will pay for it. I will also be happy because Dr. Naresh Trehan will be doing it, and I will be getting good attention from my friends and colleagues.

This is one scenario. You can think of other scenarios related to your situation, and be stressfree! The choice is yours. The idea is to be stressfree even when you are going for open-heart surgery! Don’t worry... be happy.

Bertrand Russell said in *The Conquest of Happiness*: “Animals are happy so long as they have health and enough to eat. Human beings ought to be, but in the modern world they are not, at least in a great majority of cases.”

Now, is this not common sense? That is, if we have good health, enough to eat and a house, should we still have stress? Unfortunately, we do.

SIMPLE WAYS TO MANAGE STRESS



Let us learn from children. They like to give. They like to share. They feel happy and are stressfree all over. Children are keen observers. They see, they observe and they feel around themselves and learn accordingly to be either givers or takers.

Give and take and give

R

ECENTLY, while travelling to Chandigarh, during our discussions on stress reduction, my brother-in-law Kuldeep Luthra mentioned that he practices “Give and Take and Give.” He explained that by conventional “Give and Take” the transaction is over. When you still give again, you are putting yourself in a better mood and hence you reduce your stress. This giving need not be in terms of money or kind; it can be in terms of advice, sympathy, going out of the way to help, doing small favours, showing concern, and so on.

Through my observations and exposure in life, I have been able to divide people into two categories — the giving and the taking types. The giving type are more or less like “yes, yes,” who would habitually find themselves in a position to do something in the spirit of John Milton’s “They also serve who only stand and wait.” Among my relatives, Kuldeep Luthra and J.M. Batra are two such persons who have made it in life and are now themselves helping others make it. Similarly, among my colleagues there is Mr. M.M. Mehta and among my friends Zal Tarapore whose humility is overpowering. And they all, being the giving types, are less stressful.

If you want to become the giving type, please remember



Don't be the proverbial goat which gives milk but along with it her droppings! Don't forget: He gives twice who gives promptly. How we give also counts. We give and we grow. When you give, give for the sake of inner satisfaction. If you expect gratitude in return, you surely will get stressfulness!

that it has to be part of your personality; it has to be cultivated and can't be an on-and-off phenomenon. It involves sacrificing but if you want to reduce stress, this is surely one good way.

I notice this phenomenon at cremation grounds. As soon as the time comes to shift the wood from the pile to the pyre, about four to six persons out of the entire gathering start moving to the woodpile irrespective of their closeness to the deceased. They get involved, giving their shoulders to the deceased. They are the giving type who attend more such funerals. And when the pyre is lit, for me, and for many others, it becomes a scene of stress reduction. One starts thinking about the end and if that has to come anyhow then why have stress and why worry and why *take* — why not start giving so that the flames shoot higher and higher when your time comes. When I go to a cremation ground, I become stressfree for some hours or for some days depending on the “balance sheets” I hear of the individuals involved. While during our lives we worry about silly things resulting in more stresses, here, *crores*, mansions, BMW's, all go up in flames! It is too late to give them away. Think about it.

About the taking type, well it is a bit stressful to even talk about them. Their hand is always open to receive and it results, I think, in stresses and strains on being refused. No doubt, in real life situations we have to take and take and our state of stress or no stress would depend upon the individual approach and finesse in asking. If you want to reduce stress, then give and don't lend. Experience will tell you that you become stressful when you lend. So why not give away in the first place? Give promptly. This way, you will give twice the amount. Good deal!

THE RICHES
THAT ARE IN THE HEART
CANNOT
BE STOLEN.

—Russian Proverb



Riches in the heart come from your mind. Therefore, train your mind to give and give more to be stressfree.

Don't be like the proverbial goat which gives milk but along with it her droppings! In other words, when you give promptly, be silent and let the recipient speak. Out of ten to whom you give, six will speak and it will be equal to sixty. Won't that reduce your stress? When you give once, you are blessed twice.

At the same time, what you give is less important than how you give. Be graceful. Most of us spoil giving by giving "goat droppings" with it!

Many of us think that we are giving when we give advice and therefore we wait for the first available opportunity to do so. Don't, unless you have been asked twice or thrice.

On giving, don't ever give up hope. Remember that Columbus — his crew was on the verge of mutiny when he asked for three more days and kept up his hope of finding India — discovered the United States of America. So when you don't give up hope, you discover your Americas!

So it is with liberty. Liberty is such a valuable thing which we take for granted whereas millions give their lives for it. Remember, liberty is one thing you can't have unless you give it to others.

And finally, give while you are alive. When you are dead, you will have to turn in your grave, when you find that your hard-earned money has found its way to those near and dear ones who caused you lots of stress.

My "Dronacharya," Dr. Leon A. Danco, Ph. D., has said these immortal words on giving, "Something must be done with our wealth. The choice can be made by us, or it will be made for us by others. Either way the choice will be made."

I have read of Andrew Carnegie that he gave one million

THE GRAND
ESSENTIALS IN THIS
LIFE ARE SOMETHING
TO DO, SOMETHING
TO LOVE, AND SOMETHING
TO HOPE FOR.

—Addison



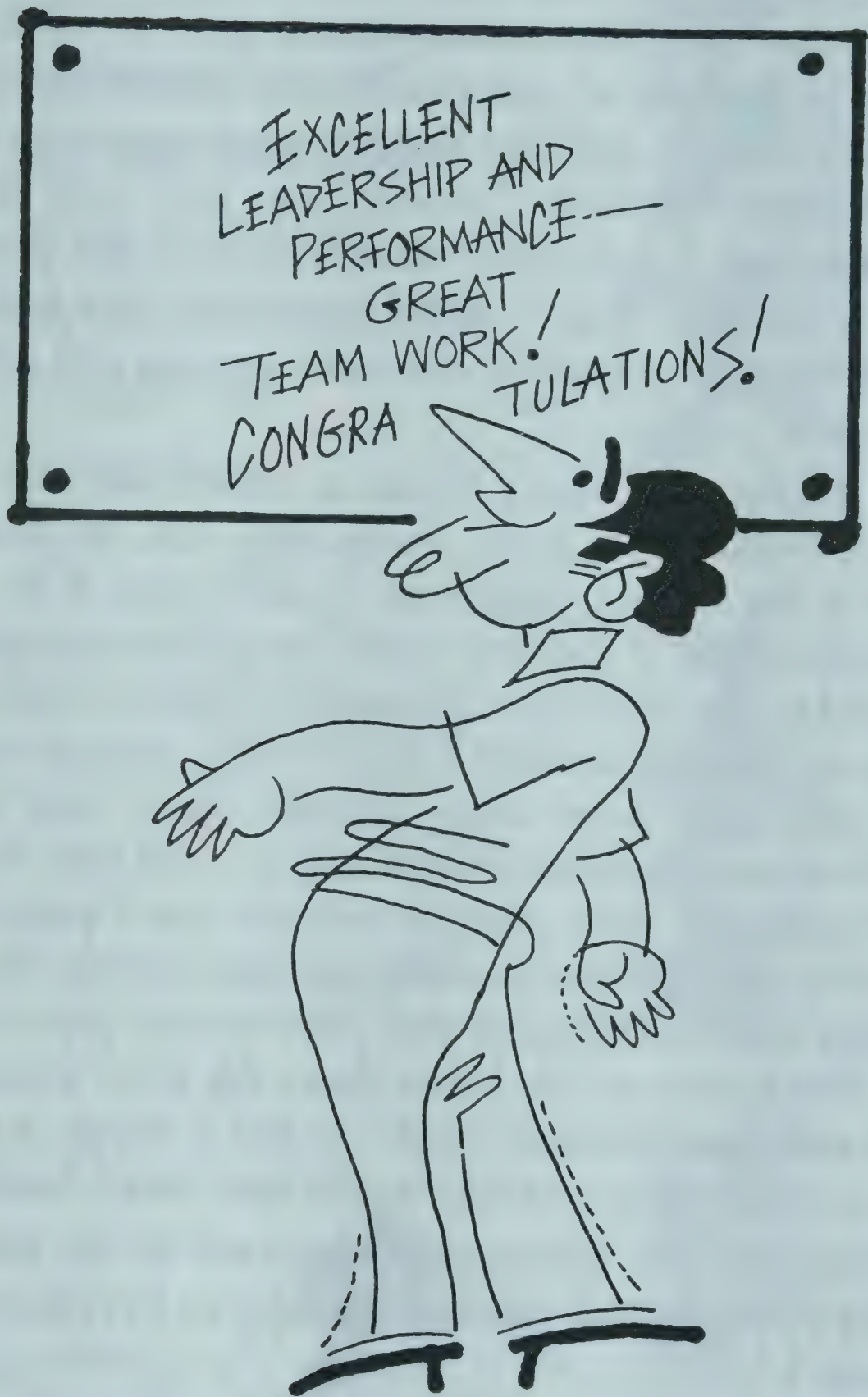
...and something to give away regularly.

dollars to his nephew and 365 million dollars to charity. Carnegie, the wisest of the wise, who started his life as a steel worker, knew that whatever he would give to his nephew wouldn't be enough — and this is what actually happened; his nephew became stressful that his uncle gave him only a measly million! So, be a Carnegie and give your millions away wisely and reduce your stresses even in the grave! By God, it is stressful to give away and unless you have your Lord Krishnas (consultants) with you, you can end up being very stressful.

On taking, my dealer friend in Bhind said the wisest thing. Outwardly very poor, inside very rich, he got a few millions at his son's engagement. I asked him if he would do the same thing at the time of his daughter's engagement. He replied in the affirmative, but added that he would ensure that the recipient's *chaddar* (sheet) is big enough to take. Dowry talk is perhaps more stressful these days due to deliberate communication problems in give and take. Recently in my family, the girl's parents told the boy's parents that they would give a fridge, washing machine, and so on. Now, the taking side understood that they would get a 4-door BPL, a Bosch, and so on. Many times the giver means "or" and the taker understands "and" — like a fridge, a scooter can be a fridge or a scooter; it can also mean both.

When you are taking and you want to be stressfree, "pay" for it. Pay in kind through courtesy or by remembering it. Simple.

Don't take credit when it is due to others. You will lose your respect very quickly. I had bosses who never took compliments coming from the dealers or conference floors. They always passed them on to those who had worked behind the scenes for them. Instantly they would become



The buzz word of yesterday's "Theory Y" has now become employee empowerment. Give. take, give...give, take, give...and among them a leader is born.

taller. Instead of being mere takers, they would become givers and takers. As they passed on the compliments, much would stick to them also. For example, my colleague S.D.S. Mongia, during a conference, say at Goa, would refer to ten of his colleagues who had been sweating it out for him at Faridabad, and I am sure this news travelled to them eventually.

And in a large conference at the Maurya Sheraton, when Mr. H.P. Nanda congratulated Mr. M.M. Mehta on his behalf and his dealers, Mr. Mehta's first reflex action was to request the permission of Mr. Nanda to call his colleagues on to the stage. There was a deafening applause and during these three minutes, a few men became taller (givers).

I know of a few who know only how to take, take, and take. They stink. In fact they are skunks.

So friends, decide for yourself, but I believe in give and take and give — I don't have plenty to give but whatever little I have, I give it wisely and humbly. When I take, I do it in plenty, and ensure that I take it gracefully, thankfully and with reverence. That is it!

Give compliments and be helpful. I do so simply, because a compliment is a gift. To give sincere compliments is an art for which one has to think before, during and after giving the compliments. Practice makes perfect! I do not wait until someone has done a superb job; I give the compliment when I notice a little extra effort being put in by someone. It has a snowball effect. Along with it, I do the opposite too, but for that I make sure that the timing is right. In the process, I feel great. I feel happy. I feel big. Because every thought affects my body chemistry within a split second. My mind is the architect of my body and my body

SIMPLE WAYS TO MANAGE STRESS



AND DON'T REMEMBER
A SMALL FAULT.

SIMPLE WAYS TO MANAGE STRESS

is a reflection of my thoughts. Right? So, by giving well-thought-of compliments, my thoughts become happy and I feel happy all over.

In my own small way, I help others whenever I can. I try to do small, small things greatly. I add a touch of humour, even at my own expense. I get inspiration from what Martin Luther King said, "Everybody can be great..."

When you help others, you won't have the time and the luxury to be stressful. You will become happy!

FORGIVENESS IS NOT AN OCCASIONAL ACT.
'T IS A PERMANENT ATTITUDE.

—Martin Luther King



Make forgiveness your permanent attitude

I AM a selfish person in that I always want to be very happy and less stressful. With this as my stated goal, I practice forgive and forget. It is a slow process. An eye for an eye sounds good, but it leaves everybody blind! Is it worth it? In some cases, maybe, so that the mistakes are not repeated again. One can use judgement after thinking. One has to forget it too. A retentive memory is good, but to forget is also very good.

Revenge, in some cases, may be necessary but it should be taken in the rarest of cases. One has to see the intention behind the act.

Revenge is like biting a dog because the dog bit you. You should not forget it, only to ensure that you are not bitten again; but instead of biting back, learn from the incident.

Now, others may not forgive you. Then why should you forgive others? Good question! Well, if you also want to boil in your own juices, very good, go ahead! In my own case, as I said earlier, I am selfish; I want to be happy and, therefore, I don't want to fry in my own silly thinking.

If you do not forgive friends, a day will come when you

SIMPLE WAYS TO MANAGE STRESS



Benevolence makes it possible to forgive and forget. You don't have to be rich and wealthy to forgive and forget, but you have to be benevolent and to have the maturity to think that way.

will not have any friends. If you are a businessman, you will not have customers. I know of such people. They carry on with the wrongs which have been done to them. Some do not even forgive and forget their parents. And some parents do not forgive and forget their children. I know of one set of parents who did not forgive and forget their son for marrying against their wishes. I know very well that a son should marry as per the wishes of his parents. But sometimes, like in this case, circumstances emerge and one cannot help it. I know it is very difficult, but then what can you do about it except to stew in your own juices. I think that for the sake of flying a kite with my grandson, I will forgive my son many times. I can go on and on, but I surely forgive and forget so as to enjoy life...the simple pleasures of life.

Let good common sense be your guide. With the help of its light, you can succeed and be happy and achieve your stated goals. Good sense is our armour and it can protect us from insults — intentional or unintentional. It can raise us to an altitude where the stones hurled at us won't hurt us. This good common sense becomes intelligence. Do not forget that to manage those who do not have common sense, you have to have double intelligence.

Benevolence makes it possible to forgive and forget. You do not have to be rich and wealthy to forgive and forget, but you have to be benevolent and have the maturity to think that way.

A desire for revenge will harm you more quickly and surely than the habit of forgiving and forgetting.

Ingrid Bergman said that happiness lies in good health and a bad memory. A bad memory helps us to be able to forgive and forget.

SIMPLE WAYS TO MANAGE STRESS



Never expect gratitude; in case you get it, be pleasantly surprised. From your son. From your employees. From your friends and associates. From your spouse.

Forgiveness is happiness. Forgive and forget. Simple. But we do not want to do simple things. We want to complicate our lives as we become more and more successful. The decision to forgive and forget yourself or someone else is like taking any other decision. One can take it in a split second or after going through years of agony and heartburn! The choice is yours. No doubt, forgiving others is difficult; and forgiving oneself, even more so. But one has to analyse the debits and credits of each transaction! I would rather trade off my 100 heartburns for forgiving someone who was rude to me; and why not? I am interested in achieving happiness and I can do so only this way.

I have seen many employers becoming stressful after Diwali. They give away gifts. They think they are doing a great thing. The employees do not take it in that spirit as they think it is their right! Both of them are right. So what should be done? Nothing! Because employers should give for the sake of their happiness, the inner glow and not to expect gratitude. Employees should think and thank God, that they have an employer who thinks about them. Of course, it will depend upon the style of giving. The graceful way is best.

A father “bleeds” for his son but the son can be indifferent to it. So, dear father, don’t become stressful. Just behave as if time will change your son and he may see the advantages of what you do for him. Do your good deeds and write them on sand or water. If the other person writes them on stone, you have one more reason to rejoice in life. Never expect gratitude from anyone — even from yourself — to become stressfree in life.

LIFE'S MOST PERSISTENT-AND URGENT QUESTION IS,

**WHAT
ARE YOU DOING FOR
OTHERS?**

—MARTIN LUTHER KING—



What are you sacrificing for others?



O IMPROVE your self-image, do something for someone else. The following story illustrates it very well:

Still in shock, I stumbled about the house trying to decide what to put into the suitcases. Earlier that evening I'd received a call from my home town telling me that my brother and his wife, her sister and both the sister's children had been killed in a car accident. "Come as soon as you can," begged my mother.

That's what I wanted to do — to leave at once, to hurry to my parents. But my husband Larry and I were in the midst of packing to move. Our house was in shambles.

While Larry phoned friends and made plane reservations for the following morning, I looked at all the tasks that should be taken care of — and did nothing. I couldn't focus. Occasionally, someone would ask to speak to me with the offer, "If there's anything I can do, please let me know." "Thank you, thank you very much," I'd reply. But I didn't know what to ask for. I was too confused to concentrate.

The bell rang and I opened the door to see Emerson King standing on the porch. "Donna had to stay with the baby," he



IF YOU ARE COURAGEOUS,
LISTEN TO THE HEART.
IF YOU ARE A COWARD,
LISTEN TO THE HEAD.

— OSHO RAJNEESH

Help people even when you are likely to be harassed by police and friends. After all, there is no hell like a bad conscience.

said, "but we want to help you. I remember when my father died, it took me hours to get the children's shoes cleaned and shined for the funeral. So that's what I've come to do for you. Give me all your shoes."

I hadn't even thought about shoes. Now I remembered that Eric had waded through the mud with his good shoes the previous Sunday. Meghan had kicked stones with hers, scuffing the toes. I'd tossed the shoes aside, intending to clean them later.

Emerson's request gave me something specific to do. While he spread newspapers on the kitchen floor, I gathered Larry's dress shoes, his everyday shoes, my heels, my flats, the children's dirty shoes. Emerson settled himself on the floor and got to work. Watching him concentrate on one task helped me pull my own thoughts in order. Laundry first, I told myself. While the washing machine worked, I bathed the children and put them to bed.

While I cleared the dinner dishes, Emerson continued to work, saying nothing. I thought of Jesus washing the feet of his disciples. He had knelt, serving his friends, even as this man now knelt, serving us. The love in this act released my tears at last, healing rain to wash the fog from my mind. I could move. I could think. One by one, the jobs fell into place.

I went into the laundry room to put some clothes into the drier, returning to the kitchen to find Emerson had left. Lined against one wall were all our shoes, spotless, gleaming.

Now, whenever I hear of an acquaintance who has lost a loved one, I no longer call with the vague offer, "If there's anything I can do..." I try to think of one specific task that suits that person's need — washing the car, taking the dog to the boarding kennel, house-sitting during the funeral.

And if the person says to me, "How did you know I needed

SIMPLE WAYS TO MANAGE STRESS

EVERYBODY CAN BE GREAT. BECAUSE ANYBODY CAN
SERVE. YOU DON'T HAVE TO HAVE A COLLEGE DEGREE
TO SERVE... YOU DON'T HAVE TO KNOW ABOUT PLATO
AND ARISTOTLE... YOU DON'T HAVE TO KNOW
EINSTEIN'S THEORY OF RELATIVITY TO SERVE. YOU ONLY
NEED A HEART FULL OF GRACE. A SOUL GENERATED
BY LOVE.

—Martin Luther King



that done?" I reply, "It's because a man once cleaned my shoes."

— by Madge Harrash in Reader's Digest.

Now, do you think Emerson King could ever be stressful or depressed? The next time you want to do something for others, start doing. Start anywhere, because the first step in doing good for anyone is to begin. Begin anywhere because if it is not the right place, you will find out sooner than when you don't start at all! Years ago, I was returning from my office at Faridabad when I saw a very bad motor-cycle accident. The rider was lying on the road, spread-eagle, breathing very heavily. As usual, a few people had gathered around. I made a few quick enquiries and decided to help the badly injured man the best way I could. I put him in my car and his pillion rider who was far less injured also sat. After a few miles of driving, I did not hear the breathing. I kept on driving even though several big questions were popping up in my mind. Finally I arrived at Holy Family Hospital and instantly a few nurses appeared like angels and disappeared with the patient, who was possibly not alive anymore. To my great relief, they said that I could go and they would take care of the patient.

My "what if..." fears disappeared and I felt stupid, unnecessarily worrying about the whole thing. At the hospital, I had arranged for a helper to go to his employer's house to inform the family. On reaching home, my wife and I had to go to a *chautha* ceremony in Greater Kailash and it so happened that my new friend, who had got hurt, lived in that area. Reaching his house, I wanted to make sure that his family had received the message and when I enquired from the children playing outside, I was told that their mother had gone to Holy Family Hospital.

SIMPLE WAYS TO MANAGE STRESS



LIFE IS VERY INTERESTING,
IF YOU MAKE MISTAKES.

Sitting alone in your home and brooding and sulking is very stressful. Get out. Get involved. Get going. Set goals. Get tired. Do favours. Visit friends, relatives and associates. You will surely kill stress.

SIMPLE WAYS TO MANAGE STRESS

At that time, I felt satisfied for having done my good deed for others. I washed away the guilt feeling acquired a few years earlier when I was going to Dehradun with my family and on the way had seen a man falling down. I had wanted to help him, but was pressurised by my family not to get into any *laphra* (hassle).

After a few days, one of my colleagues, who happened to be the neighbour (I had left my business card) asked me if I had seen any handbag, which contained money, near the accident site. I felt bad for a while because instead of someone meeting me to say thank you, they were wondering if I had pocketed the money! Well, I forgave them, whoever they were, because I did what I should have done to reduce my stress and to be happy.

I pray to God that I may be in a position to do more for others, and may God give me the sense and the courage to do it instantly.

I suggest to you not to be bothered about the inconveniences which may come your way and to do your best, using your common sense as well — to reduce your stress.

It is a fact of life that sitting alone in your home, you can make yourself frustrated. Instead of feeling sorry for yourself, get involved and become a participant. Offer your services to your neighbourhood association. Become “Rajni” — but don’t overdo it! Help yourself by helping other people. And finally, Zig Ziglar has said it very well: “You can have everything in life you want, if you will just help enough other people get what they want.”



Nurture your Lord Krishnas to reduce your stress. Think, test, try your friends years in advance. Brief them well after you have thought through the problems thoroughly. Go in for second or even third opinions depending on the risks.

Nurture your Lord Krishnas

IN REAL life, we all are like Arjuna — confused, stressful and jittery. We do not think through most of the self-created muddles we get into. Arjuna was confused. He was a professional warrior but still his thinking was blurred. His kingdom had been taken away, his wife insulted and humiliated, his wealth squandered away in gambling. Even on the battlefield, he was not sure whether to fight or not to fight his relatives, his *gurus*, and his friends. However, he had done one good thing in his life and that was to nurture his friends. One such friend in the form of Lord Krishna came to his rescue at the eleventh hour and cleared his muddled thinking and then our poor(!) Arjuna went on to create history. As a habit, I try to learn from history; as a matter of fact, I learn from everyone and from historical events. Years ago, I started nurturing my Lord Krishnas — in modern times, they are termed consultants and advisors.

History also tells us of Akbar and his Navratnas (nine wise advisors). History records that he was hardly 15 when he became the king and managed with the help of his tutors and advisors. Similarly, Henry Ford II inherited Ford Motor Co. when he was only 28 and did a good job when he hired “whizkids” from the U.S. Air Force. A king, a chairman, a

LET YOUR HOUSE BE A PLACE
OF MEETING FOR THE WISE, AND
DUST YOURSELF WITH THE DUST
OF THEIR FEET, AND DRINK
THEIR WORDS WITH THIRST.



Do not forget that advice, like water, takes the form of the vessel it is poured into.

boss, you and me, we can all learn a lesson to ensure that we select and nurture good advisors and helpers.

Consultants can either reduce or increase your stress levels depending upon how you nurture them. Too much blind faith, yes men, and no regular internal and external audits can disturb the applecart, causing untold stress to everyone involved.

Therefore, the first thing to remember is to look for long-term relationships. It is like mini-marriages! You have to “sleep together” to be able to give meaning to such a relationship. For example, my financial Lord Krishna is Mr. B.L. Jain. He knows and remembers more about my financial health than about me. He has rendered such critical advice to me — maybe twice or thrice — that it has been worth more than his annual fees. Ordinary consultants may give Rs 6,000 worth of advice for Rs 300 when their practice is small, and when they grow big, they may charge Rs. 6,000 for Rs. 300 worth of advice. So it goes for doctors, architects, lawyers, and so on. Not so with Mr. Jain. But Mr. Client — if you are one — beware! Fees include money and time. Reduce your stress and ask for the fees beforehand.

If they are professional consultants, ensure that if you are paying for apples you get apples and not oranges! We hesitate in asking for fees and when the bills come in we start having stress. No, don't do it. Be frank. Clarify. Be specific. Don't talk about fees in passing. Once that matter is settled, look towards a long-term relationship. Of course, you must shout when you are being underserviced. Why not?

Mr. Jain reduced many of my stresses when I started self-publishing my management books. His simple advice was “...Go full steam ahead. If you have losses, you will get the refund which you pay from your Escorts salary towards



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Do you encourage yes men or Akbar's Birbal? Akbar and Nehru became great because of their Birbals. Yes, you will be more comfortable with yes men, but they will eventually cause you many stresses. Look around yourself and get yourself audited by your Lord Krishna to find out how many Birbals you have.

income tax. And if you make profits, well, pay your taxes and relax.” The sincerity with which he said it made sense. Earlier, when my mother was alive, he drafted her will, making our family unit a HUF (Hindu undivided family); again no stresses or strains.

What I am advising you is to form your relationships with your Lord Krishnas. Be transparent. Be sincere. If you ever get cheated by a consultant, drop him like a hot potato!

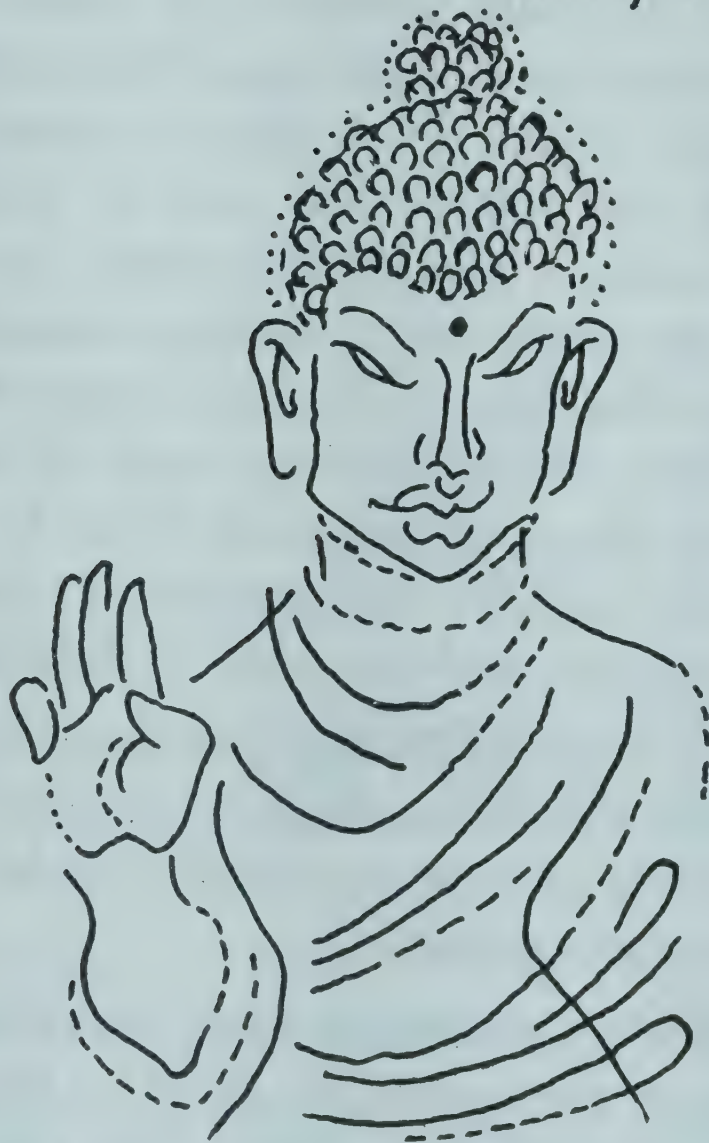
I learnt this lesson from Kaiser Aluminium, and I still hope that this idea will some day come to India too. Kaiser’s management devised a system to reduce their stresses in regard to small, small purchases. What they did was simple. They designed a Purchase Order — in which there was a delivery challan as well as a blank signed cheque up to \$1000 which the supplier could fill in after he had supplied the goods. Everyone was happy. Yes, out of 1,000,000 such orders over the years, a few cheated them. So what? Look at the idea and the image the company formed. We are so afraid of being cheated that we become stressful before being cheated! It is wisely said that 96 per cent of the people are honest when you use your common sense in dealing with them. Never over or under trust people. Test them. Check them. Do not assume that everyone is dishonest.

When having Lord Krishnas, trust them fully but don’t expect that they will have magic wands to solve your problems. Use them as your sounding boards. Use them as tools to reduce your stresses.

Consultants are generalists and, therefore, use your discretion to go in for second or third or fourth opinions depending upon the risks involved. The risks and profits remain yours.

*should one see a wise man, who, like a
revealer of treasure, points out faults
and reproves; let one associate with such a
wise person... Let him advise, instruct,
and dissuade one from evil; truly pleasing is
he to the good, displeasing is he to the bad.*

—Dhammapada



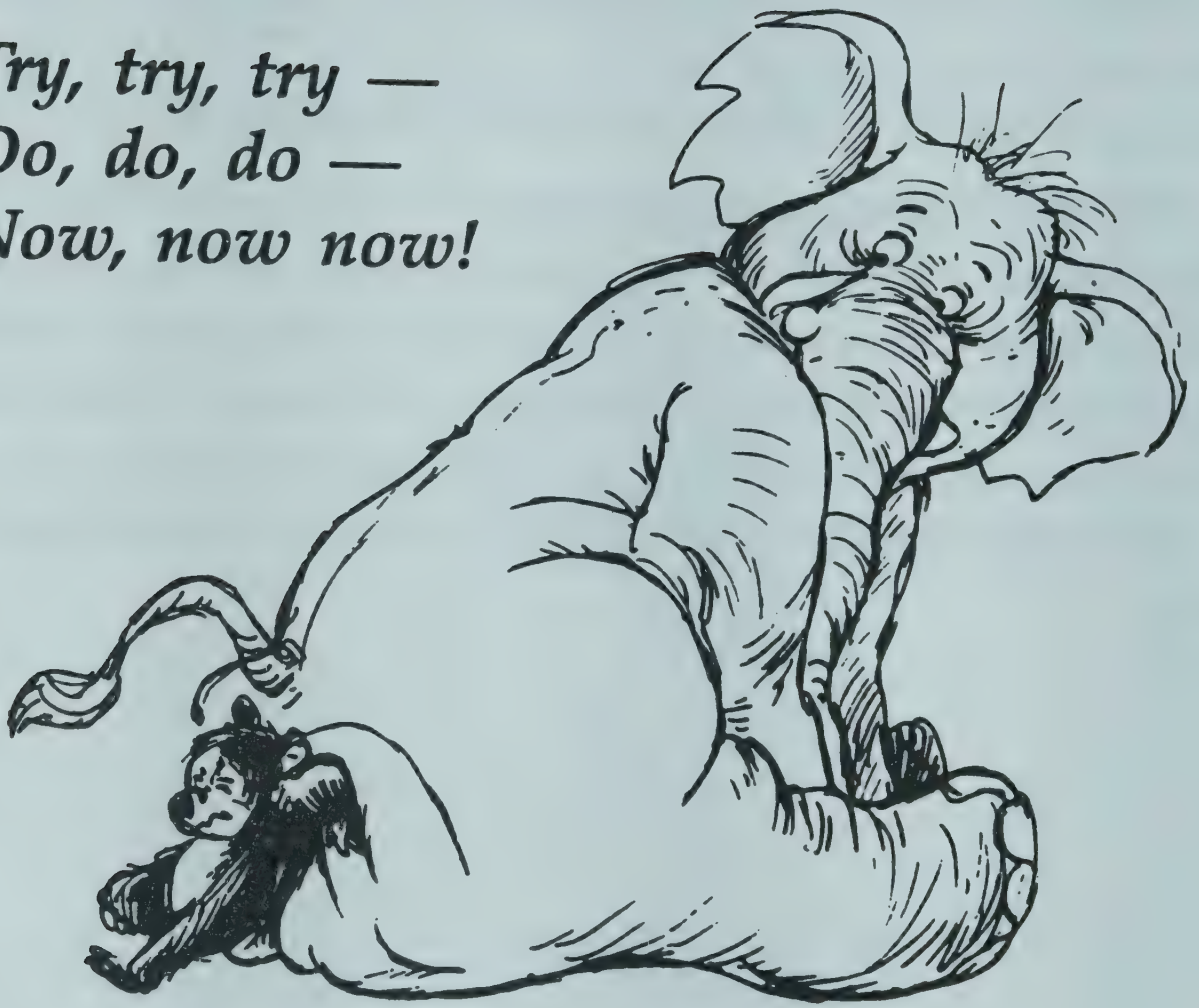
Never go by the outside appearance of a consultant. It can be very misleading. Have your judgement checked and double-checked by your friends and colleagues. You can ask for references. Do it discreetly as well as cautiously. Many of us have the bad habit of asking for opinions of consultants after we have already made a decision. Well, nothing wrong with it, if it is your conscious decision.

Give a good briefing to your consultant. Keep on checking whether he has understood your briefing. Sometimes your consultant may be on the road from Delhi to Bombay and you may be wanting to go to Hyderabad.

We also have a category called social consultants. One of my friends wanted to buy a refrigerator. He was confused after visiting half-a-dozen dealerships and going through various leaflets. He had a brainwave. He went to his father-in-law who advised him to buy a Kelvinator. In my own case, my wife takes the opinions of her brothers. This reduces my stress.

SIMPLE WAYS TO MANAGE STRESS

*Try, try, try —
Do, do, do —
Now, now now!*



Do, do, do... try, try, try...
get busy!



WHEN THE problems presented by everyday life exceed your resources for solving them, you feel stressed. I have noticed that those who are very busy, are less stressful. When I was doing my M.B.A. in the U.S.A., I noticed that the students who were working too were always more stressfree than those who were full-time students. Work, more work and interesting work surely kills stress.

I believe there are two types of managers — the Tinopal type and the Hamam type. The Tinopal type manager is the one who does not want to soil his hands and manages from an “ivory tower,” and is likely to be more stressful. The Hamam type is the one who dirties his hands and manages by walking around. He keeps on doing and doing and before he knows, the day is gone. He does not get the time to become stressful. It’s simple.

Looking at it another way, there are two types of managers — one is the do, do, do type: he keeps on doing and, therefore, doesn’t become stressful. The other is the ask, ask, ask type who does not do and therefore becomes stressful. In other words, whenever our mind is empty, stress will surely grow like weeds.

“If I don’t go, I don’t get”



There lived an old man with a rowboat who ferried passengers across a mile-wide river for ten paise. Asked “How many times a day do you do this?”, he said, “As many times as I can because the more I go, the more I get. And if I don’t go, I don’t get.”

That’s all you need to know — all there is to know — about business, economics, prosperity, self-respect, and stress reduction.

SIMPLE WAYS TO MANAGE STRESS

That is why there is a management axiom that if you want to get a thing done, give it to the busiest manager; he will be able to get it done; he is stressless, and will find the resources — time or money — to get the job done.

Mark Twain observed that ants keep on working and working and working. They may not be efficient or effective — they are not — but they are not stressful. I agree with him.

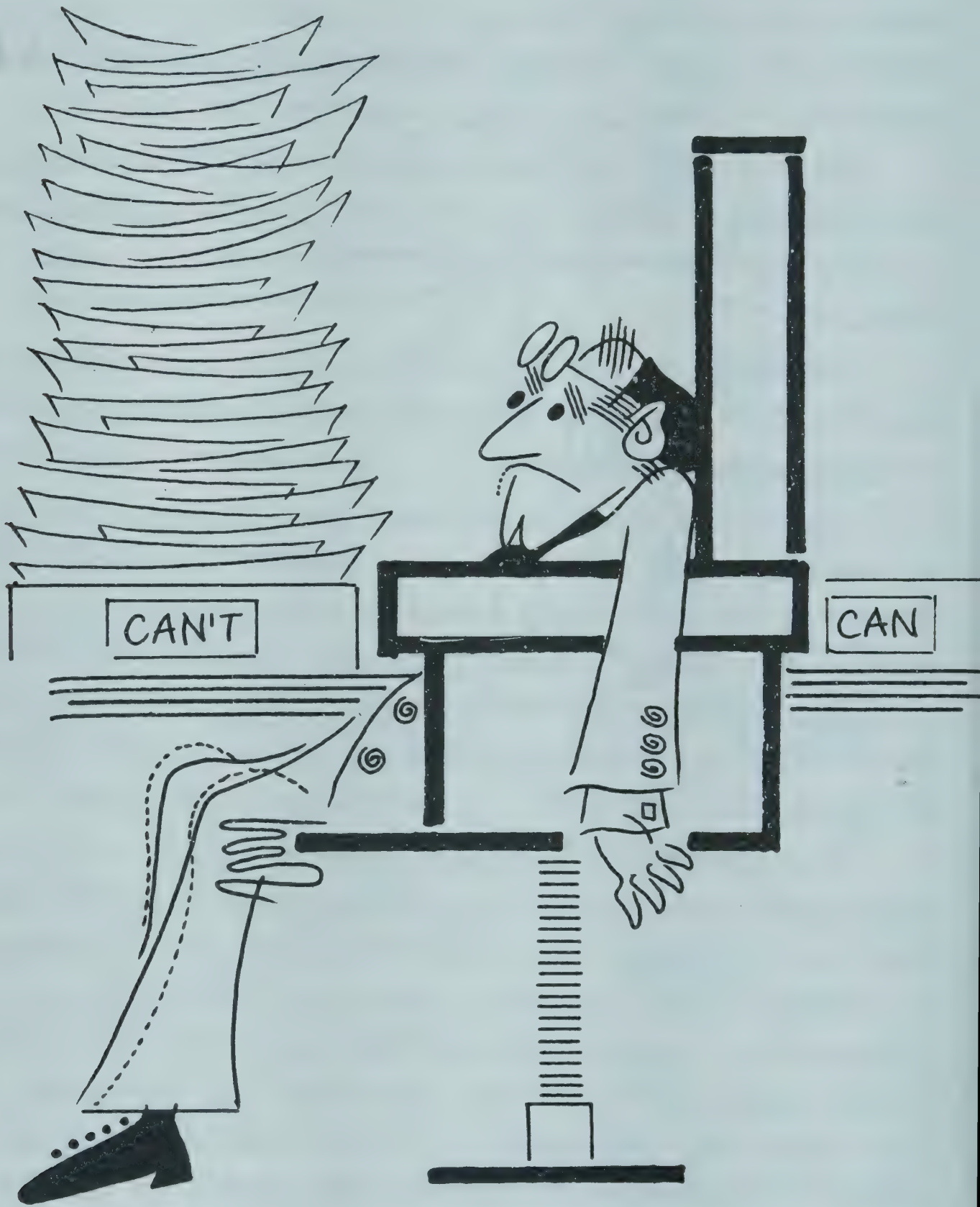
Problems are the spice of life. If you meet them head-on, they melt away. But if you try to solve problems passively, you become stressful.

Also, those who do not have goals become stressful. It is not important whether your goal is to climb Mount Everest or to self-publish a booklet every quarter; if you have a goal, your stress will disappear. Any goal can have a sense of challenge which enhances meaningful participation in life. Even knitting and playing cards is meaningful participation in life if you have goals — time-wise or point-wise.

Man spent millions of years gathering food — in groups, they hunted and worked together. Because they were always busy and working, their stress levels were far less than they are today. Ten thousand years ago, man plunged into agriculture — again work and work, and working in groups. So the stress level was low. Over the last 300 years, man has entered the industrial era. Today, man does not have to work too long for a living. He has plenty of time at his disposal. He can use it in front of the idiot box to pick up more and more stressful ideas, or he can get up and start doing work and more work.

I do not mean to say that man was not stressful in the earlier ages. Man was stressful then also because of uncertainties and being chased and eaten by lions and tigers

SIMPLE WAYS TO MANAGE STRESS



Each one of us has been given our share of procrastination by God. It is in-built. Only you can kill it. Just do now what has to be done later. Start. Start anywhere. Soon you will reach the finish line. You will surely reduce stress.

and bears. But because he was working and working, his stress was far less. He also had the advantage of far less competition and far less of the goodies of life.

Exercise is work. Sports is work. Your body and your mind work together. Your frowns will become your smiles. Become a participant. Participation is also work. Don't sit alone and feel frustrated. Get up and go...go anywhere and get involved. A journey of a thousand miles begins with a single step. Help yourself by helping other people. This is work.

Keep climbing. The man reaching the top of the mountain did not fall there! He kept on scaling more mountain peaks. As we reach one goal, we must look for a new one and keep on climbing. That is what makes life more interesting and less stressful. Those who succeed must work on and on; you can't live with last year's scrapbook clippings. In my own case, when I give one manuscript to my friend, Dr. Saniyasnain Khan, I start work on the next one and maybe I take it easy. I am lazy. I enjoy the birth of my earlier book, but I keep the mental embers burning! That is why you will see a list of my forthcoming publications, sometimes with dates which I am not able to keep because of the human instinct to procrastinate. But since I make it a point to reduce my stress, even if I miss the dates, I don't worry. I know that more important is climbing from one summit to the other till Mount Everest is reached. I can never be Major Ahluwalia of Everest fame, but then I have my own "Kanchenjungas" and my Everest is always shifting — one by one — so that I do not have the luxury to rest on top of one achievement.

Here is a good story for you: "The Winner Never Quits..." and will not become stressful!

WE MUST ACCEPT
FINITE DISAPPOINTMENT,
BUT WE MUST NEVER LOSE
INFINITE HOPE.

—Martin Luther King



The player, whether he wins or not, is stressfree because he is working and working to retain his position and to improve himself. The quitter becomes stressful.

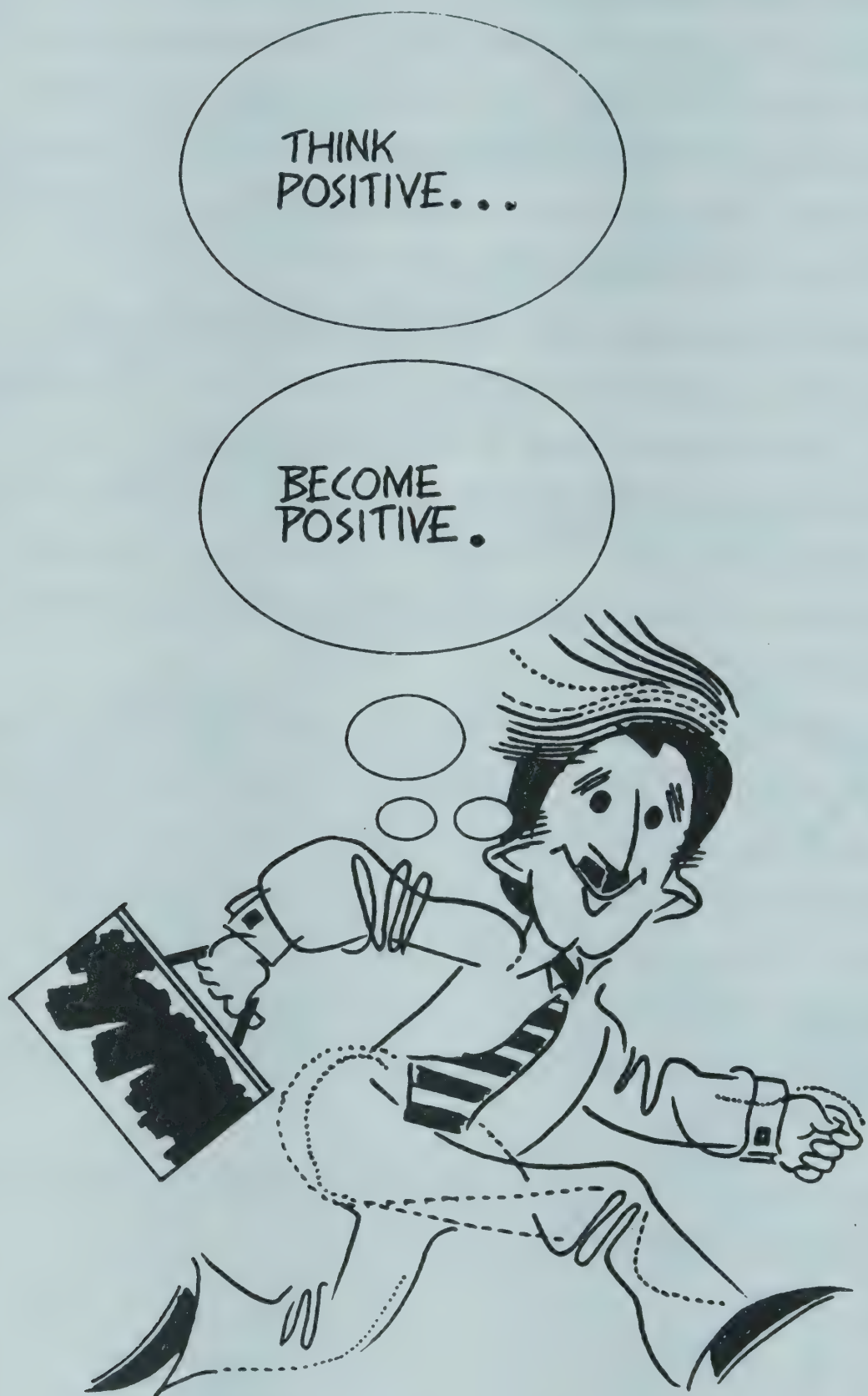
SIMPLE WAYS TO MANAGE STRESS

Two boys were walking down a country road when they saw two milk cans being loaded for delivery in a nearby city. Seeing no one, the boys lifted off the cover of Can Number 1 and dropped in a big bullfrog. Then they lifted off the cover of Can Number 2 and dropped in another bullfrog. Later the cans were picked up and loaded for city delivery.

During the journey, the bullfrog in Can Number 1 said: "This is terrible! I can't lift off the cover of the can because it's too heavy. I have never had a milk bath before, and I can't reach to the bottom of the can to get enough pressure to lift the cover, so, what's the use..." — and he gave up trying and quit! When the cover of Can Number 1 was taken off, there was a big dead bullfrog.

The same conditions existed in Can Number 2 and the frog said to himself: "Well, I can't lift off the cover because it's too tight and too heavy. I haven't got a brace and bit to drill a hole to save myself, but, by the great Father Neptune, there is one thing I learned to do in liquids and that is to swim." So, he swam, and swam, and swam, and churned a lump of butter and sat on it, and when the cover was lifted off, out he jumped.

The winner never quits and the quitter never wins! The quitter becomes stressful.

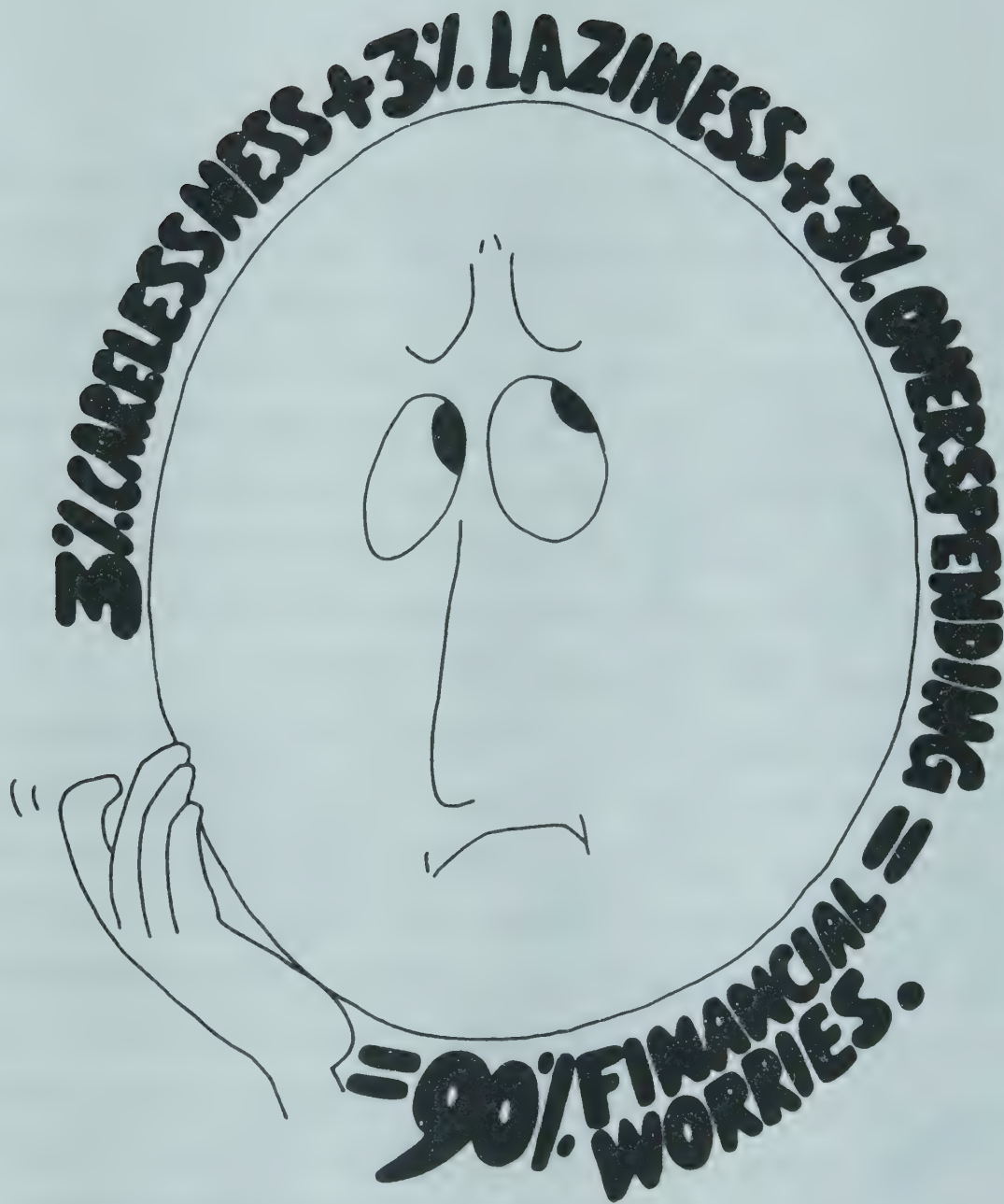


There are two ways of being stressfree —
either diminish your wants
or augment your means.

More money \neq less stress

IF YOU had plenty of money, maybe you would have less stress. Sounds very logical, but practically, it is not so. There are two ways of having plenty of money — either earning it or inheriting it. Both can cause lots of stress. Earning money is very difficult and to inherit money you have to be lucky and, incidentally, in both there are “strings” attached! With money, one has to differentiate between needs and greeds. Needs can be met with money; greeds cannot be met with money!

What is the better way? Again, the commonsense way is to reduce your demands! Difficult? Yes, but not impossible. If you train your mind to think that way, you will be surprised at the outcome. Stress or happiness (two sides of a coin) can only be in the mind, and your mind is something you can control. For example, remember the law of diminishing returns. If you have a Maruti, your mind will tell you — “Wouldn’t it be wonderful to have a Tata Estate to drive on weekends.” But then additional “goodies” have additional stresses built in, like “*uskee saree...*”! I am of the firm opinion that if we manipulate our minds the commonsense way, we can be 90 per cent to 96 per cent stressfree. Please do not forget that ten poor people can snore under one blanket while a king may have sleepless nights in his vast kingdom.



My *guru* and friend, the late Jim Parker, who had an air-conditioned house, car and office toured Punjab dealers in June just to see “the lay of the land” and when I asked him why he did it, he said, “When I travel on the road, I air-condition my mind and with it, the heat and dust does not bother me!” From him and other friends like him, I have learnt how to be stressfree. I make it a point to cultivate such friends and then I do a lot of cross-fertilisation, and more cultivation and the result is my believing more and more in the lines of the famous song from the musical *Porgy and Bess*, “I have little, little of everything and this little is plenty for me.” Wonderful, is it not? Make your own collection of such songs, even Hindi songs for your own benefit for leading a stressfree life.

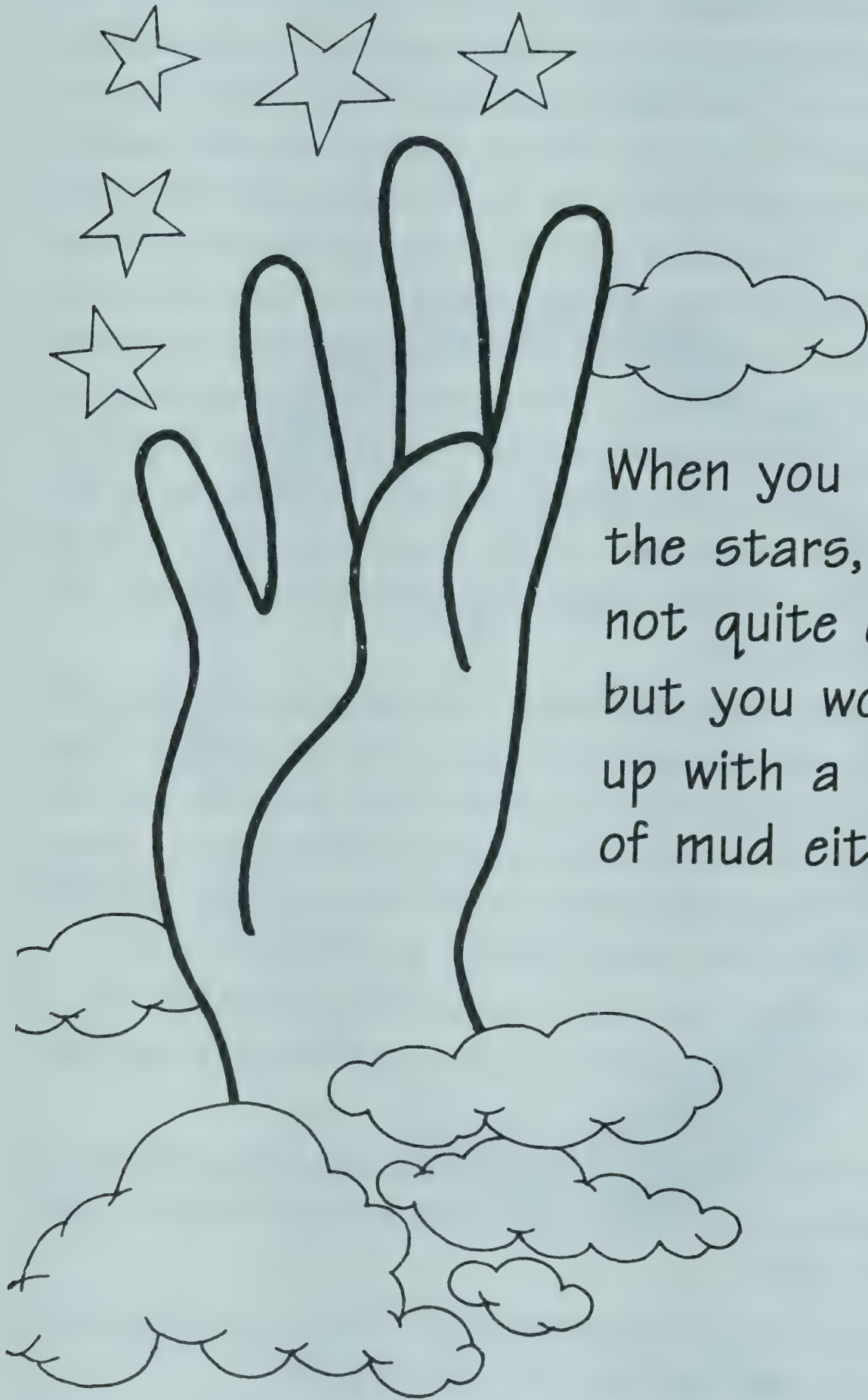
Most people believe that they will not have any financial stresses if they can increase their incomes by 10 per cent. But this is far from reality. All of us know that financial stresses involve everyone — from the peon to the president — those who earn Rs. 300 per month to those who earn Rs. 90,000 per month. Therefore, more money is not the answer.

Financial stress can be because of carelessness. It is rightly said: “Beware of small expenses; a small leak can sink a big ship.”

It can be because of laziness. A lightning long-distance call is the result of a post card not being sent when it could have done the job.

It can be because of overspending. Again, he who earns four but spends five has no need for a purse.

A little bit of each of these put together make up 90 per cent of your financial stresses.



When you reach for the stars, you may not quite get one, but you won't come up with a handful of mud either.

Set your goals to conquer stress



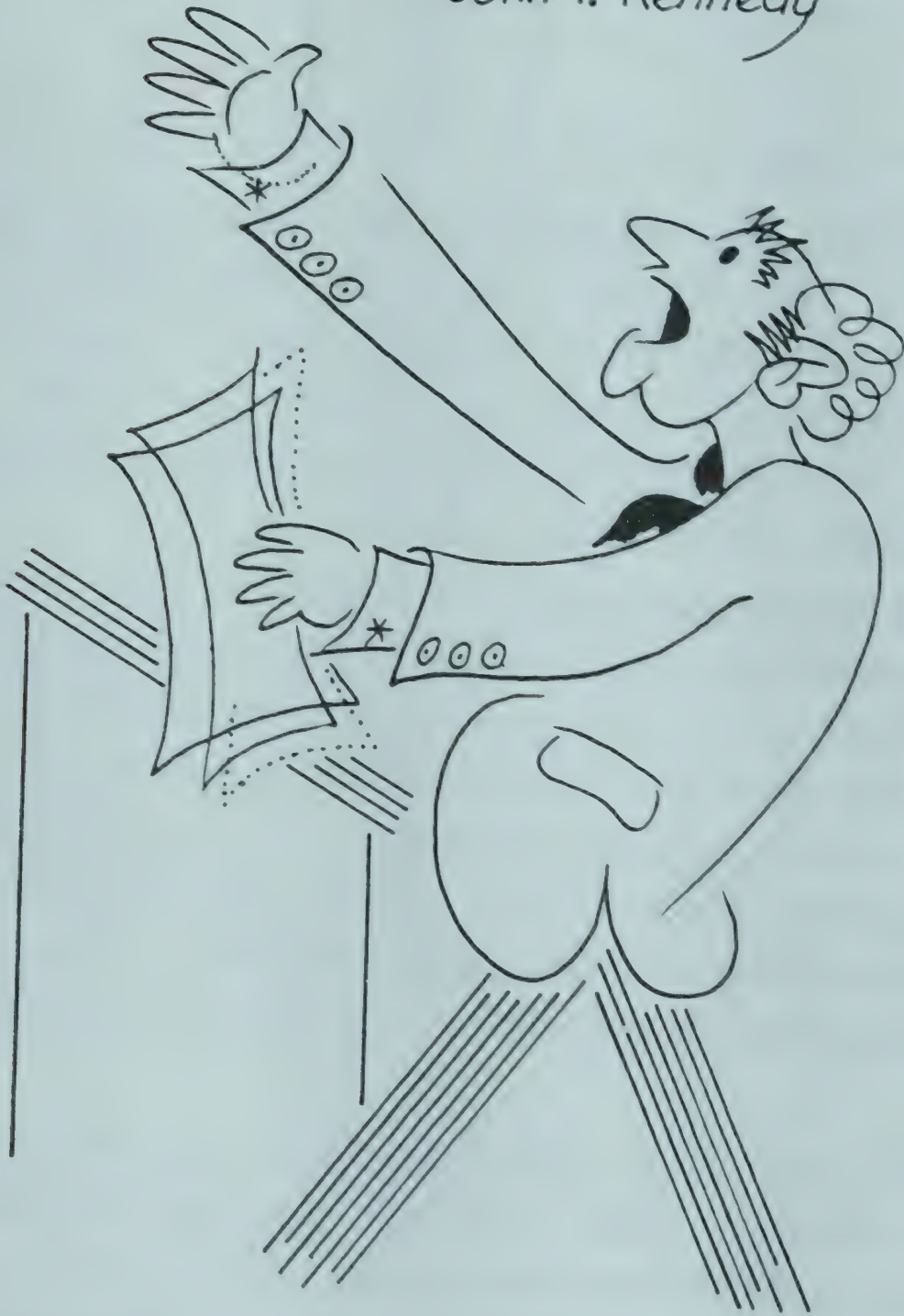
WHAT IS your goal in life? What is your objective in life? When I ask these simple and innocent questions in training courses, I get different answers. I look at life and have come to the conclusion that my goal in life is to make myself happy first. If I am happy, I can make others happy.

When we set our goals, we become happy. We cannot remain stressful for too long. To remain happy, my goals are: to do my best in my job and to remain busy when I am not working. For this I have developed the hobby of reading and writing. A hobby can be expensive. And it can be stressful for your spouse. Why not have a hobby which is inexpensive, or one with which you can make “kitchen” money. I make good kitchen money from books, thanks to friendly readers like you!

Today, my goal is to publish 36 books before the year 2000. As of now, I have only 12. I am not only doing my best (this is neither here nor there), but to reach this goal I have cut out all inessentials in life. It is like this: in our jobs, businesses and social life we have two aspects — one is essential and the other is inessential. We can survive by

...OUR GOAL IS TO
AGAIN INFLUENCE HISTORY
INSTEAD OF MERELY
OBSERVING IT.

—John F. Kennedy



When you have goals you kill procrastination, you kill laziness,
you kill mental weeds.

doing what is essential only. For this reason, you will notice that many of us are successful and happy even when we work for less hours or earn less money. In sifting the essential from the inessential, you have to be smart.

In order to achieve my goal of 36 books before the year 2000, I have done a few things from experience. I have restricted my reading, talking and viewing to what will help me achieve what I want. For example, I spend ten minutes on morning papers, an hour a week on television (fortunately it remains out of order most of the time), six hours in a week on business magazines, and so on. The rest is spent on books related to self-development.

I focus on one thing at a time. Earlier, I used to do many things at the same time to achieve more goals or to reach the goals faster. It used to become stressful. I learnt the lesson from driving to Faridabad daily for twenty long years. At stressfree speeds, it took me thirty five minutes to reach Escorts. At stressful speeds, it took twenty eight minutes. I realised that it was foolish trying to save seven minutes every day!

Moreover, during a stressfree drive, one can go through mental floppies and occasionally excellent ideas pop up that help in reducing stress in life.

When you have goals, you kill procrastination, you kill laziness, you kill mental weeds.

Very often, by prioritising, you are able to fix and refix goals and this gives you less stress. Here is a good story for you:

The first-ever employees to make a million dollars a year were Walter Chrysler and Charles Schwab in the USA. Schwab once asked a consultant to suggest how he could get more done

SIMPLE WAYS TO MANAGE STRESS

GOALS ARE MET
WHEN WE COORDINATE
OUR EFFORTS
WITH THOSE
OF OTHERS.



in a day. The consultant, after spending a week with him, suggested the following:

"Every morning, write down what are the six most important things you want to do on that day. And start doing the first one first. And then the second and third. And if by then the day is gone, next day add three more. Do it for one month and if it works, send me your payment."

Schwab sent him \$25,000.

Well, what do you and many of us do? We think that we are very smart. So we do several things at the same time. This "cocktail" of activities only confuses us and we forget to apply the 80/20 principle — namely, that 20 per cent of what we do will yield 80 per cent of the results and vice versa. This is applicable to any activity — say inventories, overdue, selling, and so on. Of course, 80/20 can be 70/30 or 60/40.

Be effective... do the right things now. And then try to become efficient by doing these the right way. Very often, we spend considerable energy working the other way round — doing the wrong or at least unnecessary things with great gusto.

Success often comes to those who set their goals and then do all they can to achieve them. Have you ever imagined life without goals?

For example, in hockey or in football, what would the game be like if there were no goals? Would you be able to enjoy the game? Wouldn't it look foolish to see the players merely kicking the ball around? It would. Also, if there were no watch or time table, the game would be meaningless and stupid.

Very often you will see many of us working without

SIMPLE WAYS TO MANAGE STRESS



A goal must have a meaningful end, one which gives you satisfaction and an inner glow, one which is pleasing to others and you don't end up with guilt feelings. Your near and dear ones must feel happy about it also. For example, your becoming a president of a company. What is the use, if in the process you get a divorce and your kids become drug addicts?

goals and without time limits for achieving these non-goals. Isn't it meaningless?

A real goal is an obsession; it is like a love affair. When you set a genuine goal, you believe that it will be reached. Take the Asian Games stadia; they were made in record time. And look at DDA flats!

An obsession has been rightly described as an idea which you keep nailed in your mind; you put yourself in the picture of the end results so vividly that you can feel it, see it, hear it, smell it and taste it.

A goal must have a meaningful end and an action plan with dates to achieve it.

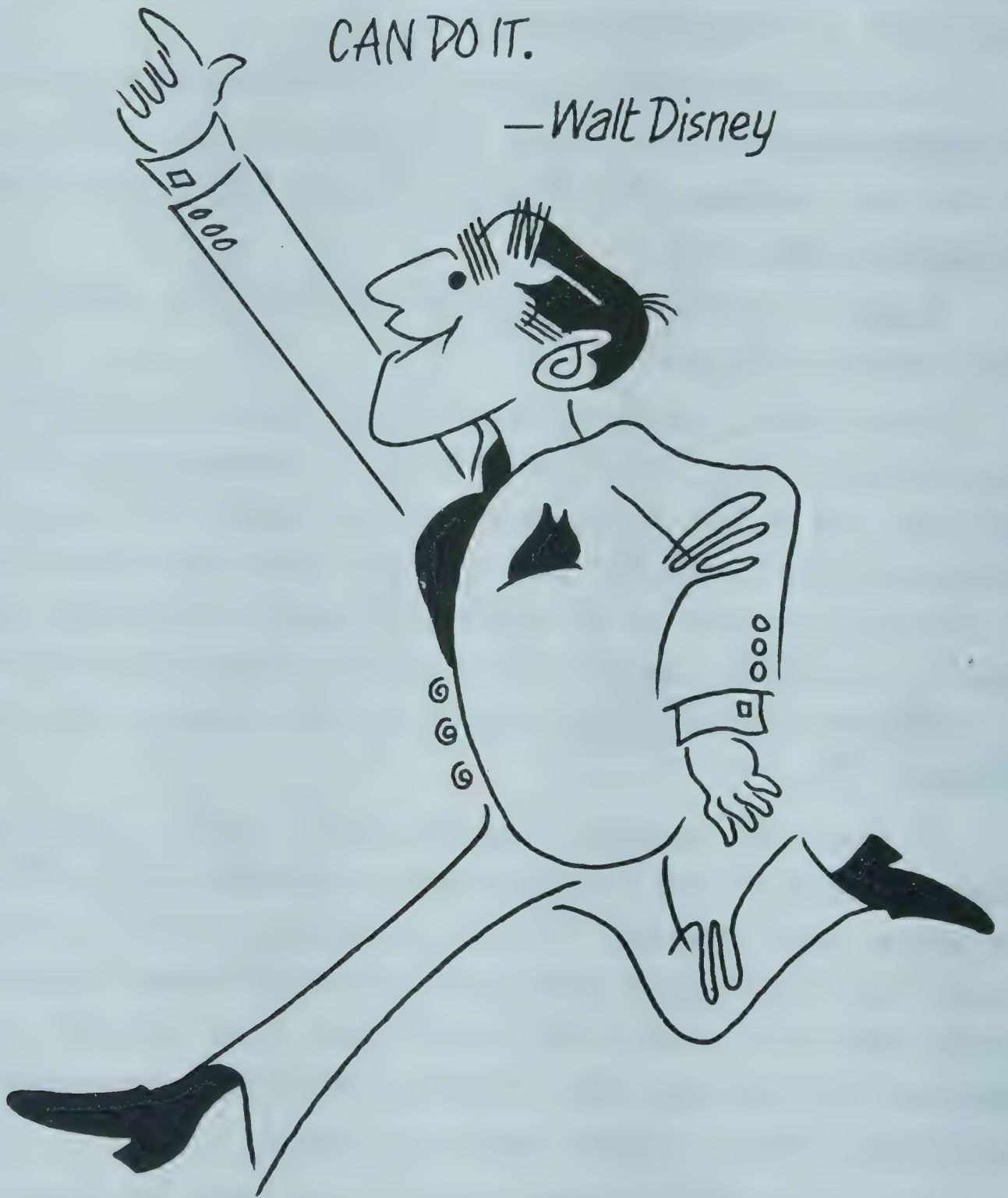
Years ago, I asked my son why he went jogging all the way to India Gate (6 km away from our house) and why he did not jog in the lawn next to our house by taking 30 rounds of the lawn? He said that when he kept India Gate as his goal, he ran up to that point and on reaching there had to come back, but if he were running around in the lawn, it would be too tempting to give up after taking only a few rounds.

If you can analyse a particularly good "sale" and understand how and why you were successful, you'll be able to repeat your success. If you can analyse why you lost a "sale" and then figure out how to handle future situations more effectively, you will learn from your mistakes and failures. They are the best teachers. Do not be oversensitive to failure. After a failure, reset your goal.

Another aspect of goal setting is the basis for doing so. Should the goals be need-based or greed-based? My colleague Ajay Raman once very rightly said, "Needs can be met, greeds never."

IF YOU
CAN DREAM IT,
YOU
CAN DO IT.

—Walt Disney



Without your dream goals, sometimes you are running at great speeds but in the wrong direction! Extremely stressful. Watch out!

Of course, I don't mean that you should be satisfied. Keep on achieving more and more till you are satisfied, happy and content. All I want to say is that while setting your goals, don't be overambitious. Set realistic goals and once you have achieved them, review them and set higher goals the next time. It is good to be ambitious but bad to be overambitious. Overambition leads to frustration and unhappiness.

Without goals, we sometimes run at great speeds but in the wrong direction! Why not take a few hours of your think-time and self-audit your activities?

Any goal must be specific and have a time limit. An excellent example is John F. Kennedy's historic directive: "I believe this nation should commit itself to achieving the goal of putting a man on the moon before the decade is over." Agreed that you are not JFK, but why not come down to your level and do the same? In my case, it is my stated goal to start marketing my book on stress reduction before the onset of 1995.

When you set goals, you overcome short-term problems. When you aim for perfection, you are moving towards your goal realisation. You may be off by miles but you will be in the right direction. A goal is nothing more than a dream with a time limit.

Happiness, wealth, fame, fun, success, stress reduction, writing more books, travelling, and you name it — these are all byproducts of goal-setting.

Take small, small steps to achieve your goals. Many people fail to arrive at their goals because they take big steps and that too, too quickly. Let us look at a high jumper. In fact, we must learn from sportsmen while setting our goals. If the goal of a high jumper is 6 feet, he does not start at

SIMPLE WAYS TO MANAGE STRESS



- A salesman without goals remains a Salesman. A salesman with goals becomes a Sales Manager.
- If you want to take it easy in life, you have to have long-term goals.
- If you have long-term goals, you won't have depression. Simple.

6 feet. He may start at 4, 4-1/2, 4-3/4... right! Let me give you my own example of the routine. In 1966 I started sharing my collection of one-liners in cyclostyled form. My friends liked it. I got a two-page collection printed. After some years, it took the shape of a small booklet. Then I hired an artist to make illustrations. That was in 1980. In the next ten years I took a few bigger steps, which took the shape of my book *Management Thoughts* being published in 1991.

In 1966, the same year my writing work began, I could not speak even six sentences in a meeting. I felt ashamed. I decided to become a good speaker. I started taking small, small steps by talking to my own staff. Next, I tried it out with dealers. And now, I can talk to a few hundred for a few hours with the help of a slide projector. Some day, it may be without a projector.

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To be more stressfree, follow the concept: "Don't make best the enemy of better!" Start accepting second and third bests in "B" and "C" categories of your activities, and then put the premium on *improvement* up and down the line.

Accept some level of dust in life

I HAVE been married for a few decades now and I have not been able to convince my wife that she should accept some level of dust in the house to reduce stress. Between her and our domestic help Shidhu (and many before), there is always tension which spills over and affects me also! He cleans up the house in the morning. It starts all over again at 5 p.m...every bit and corner. He does it unwillingly and reluctantly. Even when dusting is not really required, it is done!

I would rather accept some dust in the house than see my wife working so hard with Shidhu and thus becoming stressful.

On this, I get inspiration from my Lord Krishna, Dr. Leon A. Danco, Ph.D., who has penned some immortal lines on the subject: "What usually prevents most business owners from delegating, leaving their hands off things, relaxing, and finally retiring, is the inability to accept some dust. They can always see something wrong and they fix it. Other people seem always to leave more dust than they ever did. But what they fail to realize is that others don't do a worse job. They just tend to dust in different places, for different reasons, under different priorities, in different times."

THE MIND IS DARKENED BY
IGNORANCE.
AND QUALITIES LIKE FRIENDLINESS
AND JOY
ARE NOT IN EVIDENCE...



My thirty-plus years of experience has convinced me that on an average, six reminders are required to get a thing done! So I do not get stressful when I discover that what I wanted to get done has not been done. Simple!

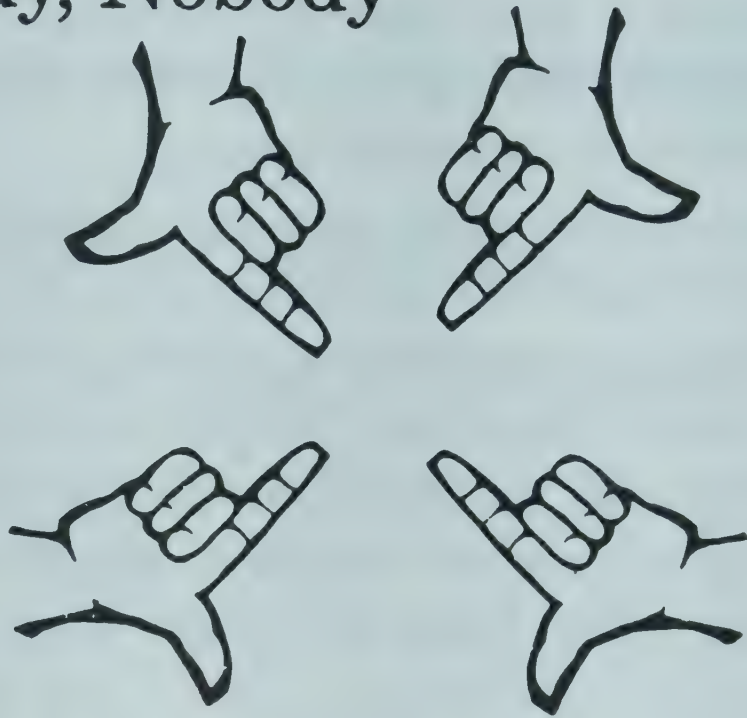
In my job, I delegate quite a bit. I know I can do everything better than my Hanumanjee (Pradeep, my secretary), but then he does several things better than me. Each person does a good job of “dusting,” but each one tends to dust in different places, for different reasons, under different priorities, in different times.

So, to be more stressfree, start accepting the second and third bests in “B” and “C” categories of your activities. Also, before delegating, explain what you have in mind — not in “shorthand” but in “longhand” — because the other person may not know the overall situation. Of course, do not forget after delegating to keep on checking and rechecking. With experience, you will delegate far better with less stress and strain.

In my own case, on an average, I need to give six reminders to get a thing done. So I do not get stressful when I discover that things have not been done after my asking someone to do them. I do not shout. I just remind. In fact, I have 11 a.m. meetings in which we six managers meet for 30 minutes. I have a DIN (Do It Now) List in which I mention manager-wise things that I had assigned to them to do. I do not delete an assignment till it is done. And many times I do not believe my ears and I like to see with my eyes. This list helps a lot to reduce my stress level and that of my colleagues also.

Let me tell you an interesting story. A VVIP was to be attended to and the boss gave instructions to his four secretaries, who came to him in a group for their daily morning brief. I wish he had read “Everybody, Somebody, Anybody, Nobody” — a story about four people on the next page.

Everybody, Somebody, Anybody, Nobody



This is a story about four people named Everybody, Somebody, Anybody and Nobody. There was an important job to be done and Everybody was sure that Somebody would do it. Anybody could have done it but Nobody did it. Somebody got angry about that because it was Everybody's job. Everybody thought Anybody could do it but Nobody realised that Everybody wouldn't do it. It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done!

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All hell broke lose after the VVIP departed, resulting in 1008 stresses and strains all around. When you ask someone to do something, give it to a specific person and explain specific details. Do not assume that he will use his common sense to put two and two together. Each person, over the years, develops his own dust levels.



Let us learn from a humble *madariwala*. He does his job very well and is stressfree because he focuses on one ball at a time when the others are in the air. I learnt too late to focus, but today it is my only approach to get things done.

Do one thing at a time

W

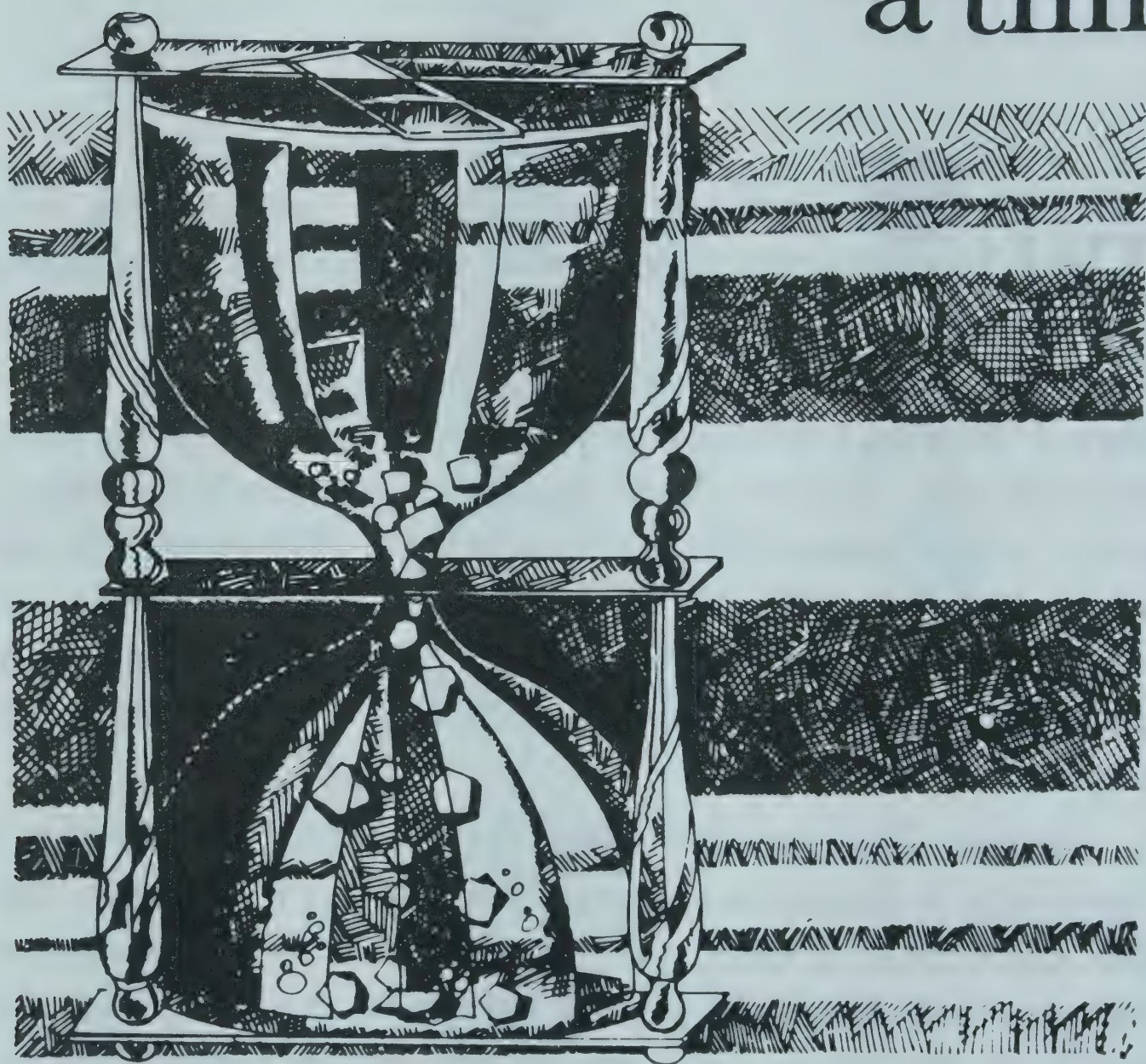
HEN you find that you are overstressed with many, many things to do — your eyes are popping out — then do this. Sit down, ask for a cup of coffee, and take out a paper and pencil. Write down 1 to 6 or 1 to 9, even 1 to 13 — whatever your lucky numbers are. Against these numbers, list down the things to do — in their order of importance...things which will reduce your stress if and when done. Next, start doing one thing at a time. Put all of you into it physically and mentally. Focus. You will do it faster and better. I can vouch for it. Why?

Simple. The “to do” thing comes into focus — if it is a problem, it becomes sharper. You will do it smilingly and with enjoyment. Doing one thing at a time does not mean that you will not have several things in the air (or in the pipeline) at once, but even the *madariwala* always concentrates on one ball at a time.

Of course, you can do this process creatively and innovatively by grouping items together that can best be done as one unit. If you can, why not enjoy doing it? Why not try to kill three birds with one stone instead of two? It's possible.

No one ever got hurt or killed by overwork — when

One grain of sand at a time, one task at a time



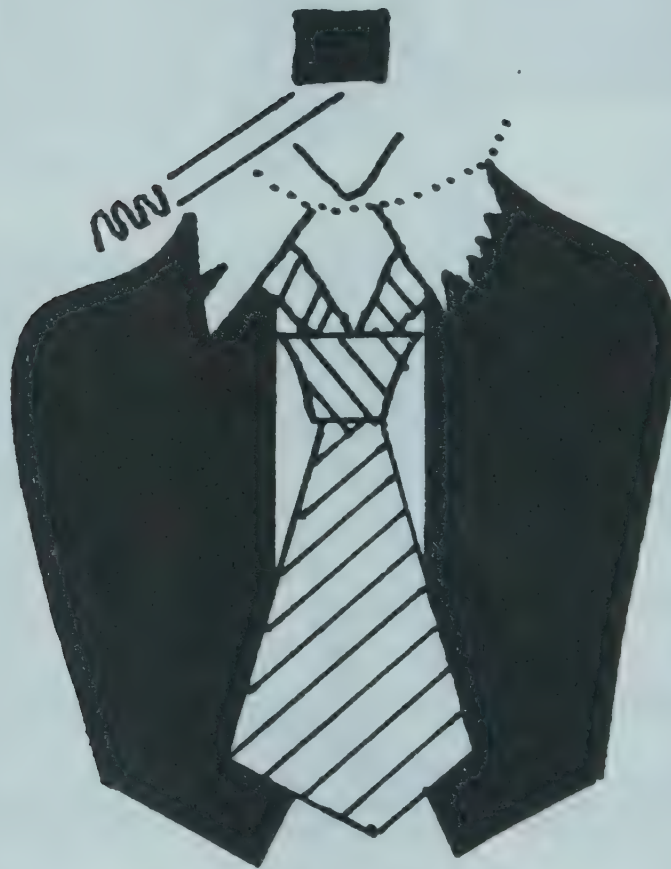
The human mind can hold only one thought at a time. A person who tries to do many things at the same time, ends up doing nothing. Your undivided attention and concentration in doing what lies clearly at hand will finish the job faster and better, too. Start with the easier tasks; having tasted success you can accomplish the difficult ones with added confidence.

SIMPLE WAYS TO MANAGE STRESS

done scientifically, i.e. logically, planning it as branches, sub-branches and leaves on a tree. Sometimes a 3-inch gutter pipe is better than a 9-inch pipe if the flow is regulated through a strainer. Think about it...this strainer concept can do wonders for you; why not fit it in your mind? I have done it!

One grain of sand at a time, one task at a time. The human mind can hold only one thought at a time. A person who tries to do too many things at the same time ends up doing nothing. Your undivided attention and concentration in doing what lies clearly at hand will finish the job faster and better. Start with the easier tasks; having tasted success, you can accomplish the difficult ones with added confidence.

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When you look at him, what do you feel? Well, I start laughing inside! Why? Because he was an honest and innocent person who always got into innocent troubles. If you want to kill your stress, see his films. Think of similar people, places, and incidents which make you laugh.

Laughter kills stress

MAN IS a strange animal! Many of us “enjoy” inflicting “self-wounds”! How? Simple. We all know that laughter kills stress. We also know that there is nothing so cheap and easy to produce as laughter, but still we prefer producing stress knowing very well that it is harmful for us. Mind and body are very well connected. Mind can make the body either sick or well — it is up to us. Mind can produce laughter or stress. Start whistling; you will make yourself happy. Make up your mind to laugh at your cares and worries and your stress will disappear.

Laughter is nature’s greatest tonic. A good laugh shakes up the liver and immediately makes us feel better in every way. How to laugh? Read funny books. Meet funny people. See funny films — Charlie Chaplin, to start with. Hear good jokes. Some of these jokes may produce belly laughs and your stress will be eliminated for that much time. Keep on doing, keep on trying, keep on laughing. I have some friends — “funny ones,” like Ravi Bahl... When you think of him, your mind starts laughing. Refuse to be in the company of men and women who do not laugh or cannot laugh and will not laugh. Be a sport. Never ever make a jest, if a jest you cannot take. Only then can you expect people to make and tell you jokes which will make you and them laugh. Laughing is



Laugh, and even the birds laugh with you. "Laughter is prayer. If you can laugh, you have learnt how to pray. Don't be serious. Only a person who can laugh, not only at others but at himself also, can be religious."

— Osho Rajneesh

infectious. All this is sheer common sense. But then why don't 86 per cent of the people follow these simple ways to laugh and reduce stress?!

Joy and laughter as religion. Among all the world's founders of religious cults, it was only Sri Krishna who set an example proving that a person could propound an immortal code of ethics (the *Bhagavad Gita*) and, at the same time, like a mortal, enjoy the good things of life: dancing, singing and flirting with pretty girls. It is not surprising that he is the most popular deity in the Hindu pantheon.

To the best of my knowledge, of the hundreds of godmen and godwomen we have had in recent years, it was only Osho Rajneesh who understood the message of Sri Krishna and propagated a religion full of fun, laughter and goodness. Every sermon he delivered (and they were most erudite and well-spoken), ended with a bawdy joke leaving the congregation splitting their sides with laughter. All other preachers of religion were constipated with puritanism and most of what they had to say was in the negative: don't do this, don't do that, pray and lead as dull a life as you can. Not so Rajneesh. He said:

"If you can decide that every year, for one hour, at a certain time, the whole world will laugh, I think it will help to dispel darkness, violence, stupidities... Just the touch of laughter can make life something worth living, something to be grateful for.

"Laughter is prayer. If you can laugh, you have learnt how to pray. Don't be serious. A serious person can never be religious. Only a person who can laugh, not only at others but at himself also, can be religious. A person who can laugh



“The opposite of song and laughter is seriousness. Seriousness is illness. I have not seen a serious tree... a serious bird. I have not seen a serious sunrise. I have not seen a serious starry night.”

— Osho Rajneesh

absolutely, who sees the whole ridiculousness and the whole game of life, becomes enlightened in the laughter.”

He went on to make fun of people who can't laugh:

“You don't see donkeys laughing, you don't see buffaloes enjoying a joke. It is only man who can enjoy a joke, who can laugh.

“My definition of man is that man is the laughing animal. No computer laughs, no ant laughs, no bee laughs; it is only man who can laugh.

“One should go on laughing the whole of one's life. I am not saying don't weep. In fact, if you cannot laugh, you cannot weep. They go together, they are part of one phenomenon of being true and authentic.

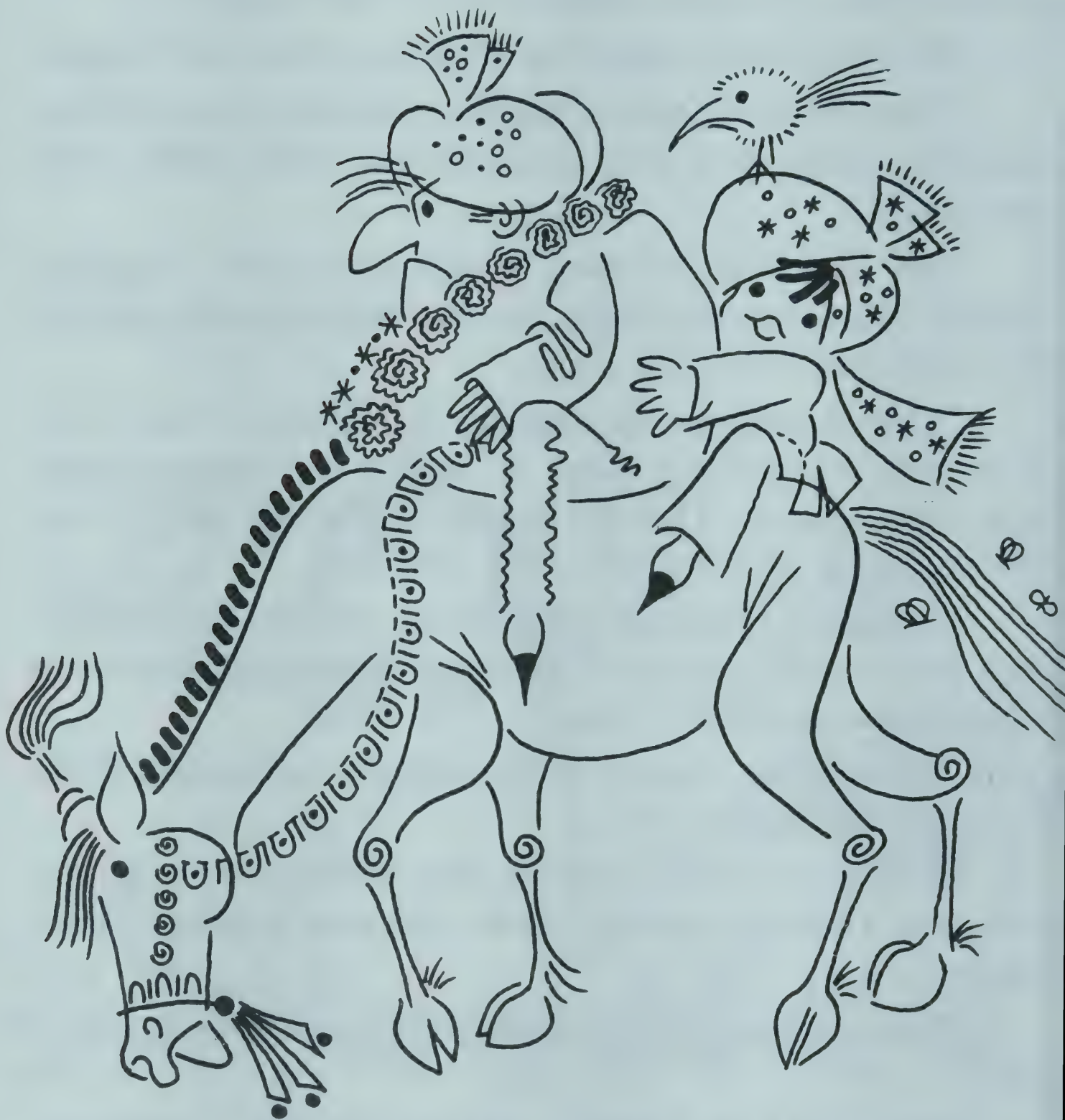
“Laughter brings strength. Now even medical science says that laughter is one of the most deep-going medicines nature has provided to man.”

The opposite of song and laughter is seriousness. Osho ridiculed seriousness:

“I have not seen a serious tree...a serious bird. I have not seen a serious sunrise. I have not seen a serious starry night.

“Seriousness is illness. Spirituality is laughter, is joy, is fun.”

Osho had little patience with people who complained of being bored with life.



IF YOU WANT HAPPINESS FOR A MONTH...
GET MARRIED.

But if you want happiness for a lifetime, learn to love what
you do for your living. Simple!

Learn to love what you do for your living

I

WANT to share my most interesting discovery with you. Make it your lighthouse:

If you want happiness for an hour, take a nap.

If you want happiness for a day, go on a picnic.

If you want happiness for a week, go on a vacation.

If you want happiness for a month, get married.

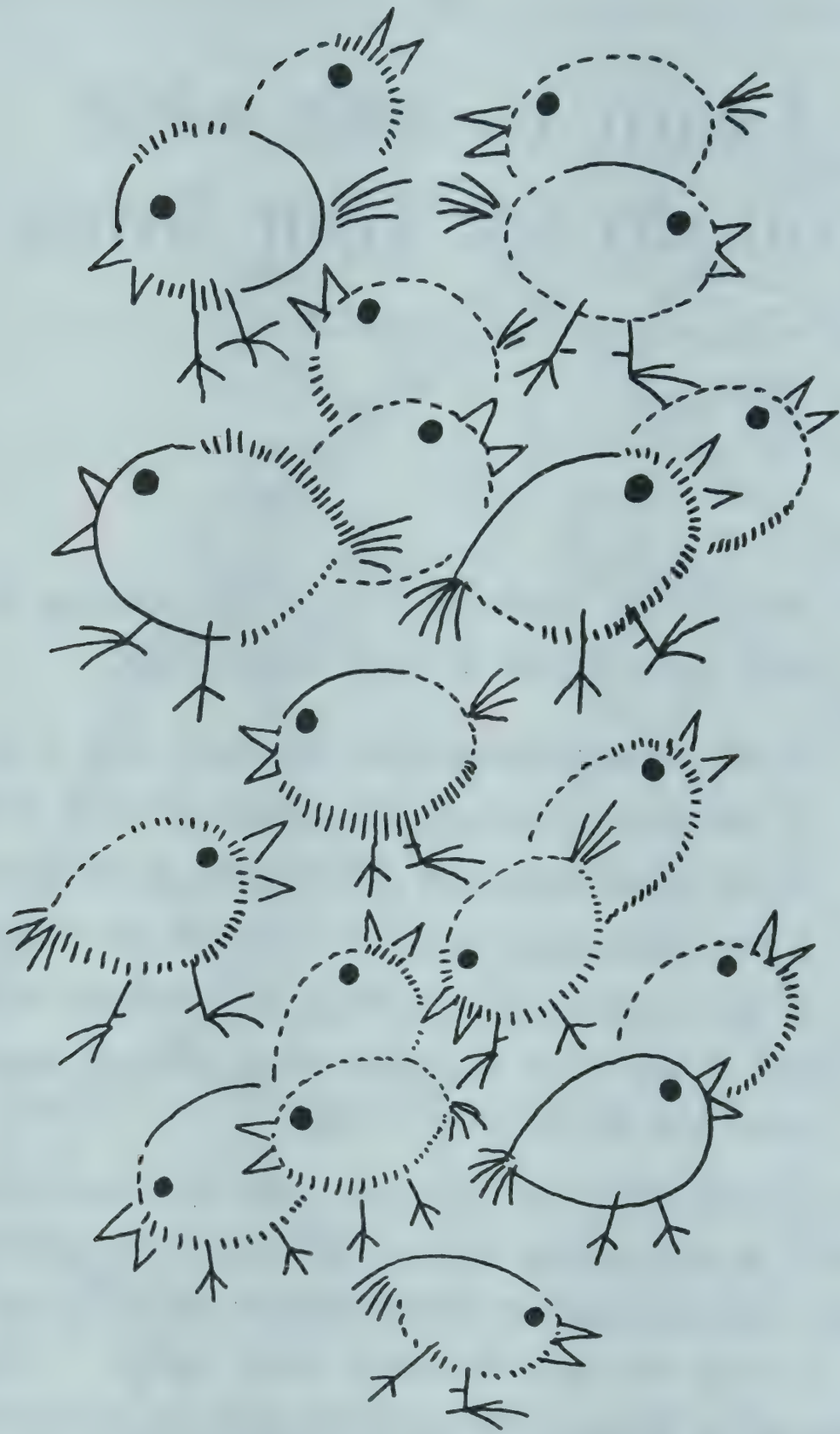
If you want happiness for a year, inherit wealth.

But if you want happiness for a lifetime, learn to love what you do for your living!

I have lived with this thought now for over three years and my life is becoming more and more focussed. I have always had a more positive attitude than most of my friends, but still I used to get derailed very often. Now, this derailment takes place very seldom, say once in a month!

Just waking up and getting around to doing what has to be done each day is stressful. What to do? My simple way — tried and tested — again and again — is to start enjoying whatever I am doing; repeat — start enjoying whatever I am doing. In each of us there is an eternal desire to do challenging tasks, but unfortunately most of us sit around

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In the chicken and egg story, which came first? I believe the chicken came first! The chicken gets busy, scratching and scratching and starts getting sufficient worms and starts laying the "golden eggs." You will never find a stressful chicken... they are always too busy!

waiting to hear opportunities knock at the door. They do. But unfortunately, most of us don't hear the knocks as we want to hear the "big bangs." And the fact is that many good opportunities knock very softly. In the meantime, we become stressful. Some hear the "small knock" and get going — they get busy, they start liking what they are doing and their stress disappears. Maybe it is similar to the chicken and egg story where the chicken comes first and gets busy scratching and scratching and starts getting sufficient worms and starts laying "golden eggs"; as simple as that. The other way round, with only an egg, what can you do but wait and wait and see; you get into the complaining and brooding situation. You become stressful.

So get up, open the door even if you don't hear the knock, and get busy and start liking whatever God gives you. Why not stand there and keep the door open and grab whichever opportunity comes in first? The Pygmalion effect — the self-fulfilling prophecy — will take over and your stress will disappear. In other words, even if you get "lemons" in life, don't complain that others got Vat 69, Amul butter, Kentucky fried chicken. You get busy with your lemons and start making lemonade and start selling. Sell, sell, sell, and when they start selling like hot cakes — they will start selling one day — then you barter them for Vat 69, Amul butter, Kentucky fried chicken and whatever else you need. This is it. Dear friends, there are many ways of reducing your stress, but this one is very important.



A comparative study of Akbar the Great and the pragmatist Aurangzeb: while Akbar was ahead of his time by nearly three centuries, Aurangzeb trailed behind his age by at least half as many hundred years. Every religion has two parts — essential and inessential. Akbar, lover of books, mostly through his Navratnas, focussed on the essentials of his job and was stressfree throughout his rule. Aurangzeb was always stressful, and in his will the opening line was “I was helpless in life and I am departing helpless.” Read a book on Akbar the Great to be stressfree. Simple.

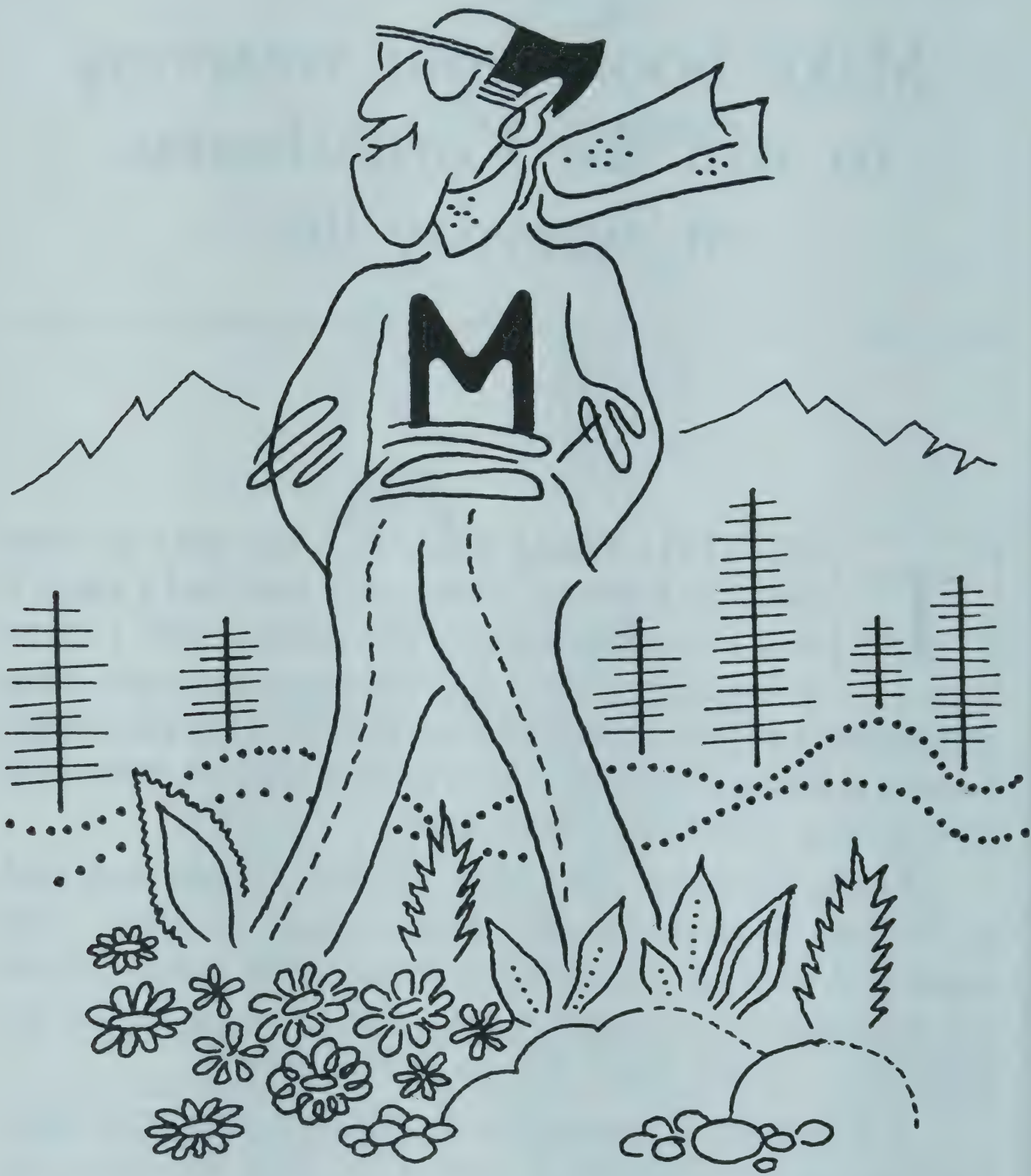
Make books your weapons to win the Kurukshetras of everyday life

THE 11TH World Book Fair was held in New Delhi in February, 1994. Not only had I taken a stall to display some of my publications, I spent a few hours every day browsing through other publications at various stalls. In the course of my ramblings, I made a few observations which I would like to share with you to help you reduce your stress.

In the inaugural speeches at the Fair, books were said to be like weapons for the thinking man of today. This registered with me and made me think on the subject. Since the beginning of civilization, man has been perfecting his weapons — from stone axes to Bofors guns!

It is because of books that the distilled wisdom of ages, cultures, and civilizations is passed on from generation to generation, thus accelerating the progress and prosperity of each individual.

Books have played a significant role in the development of man over the centuries inasmuch as a man who uses books intelligently and creatively can create heaven right on this



Management books will expose you to new horizons. What you may experience in six years on your own, books may do in six days. Management is 86 per cent of the problem at home and at the office.

earth; he does not have to wait to go to heaven after his death! In heaven, there are no stresses. Everything is paid for and it is like a five-star hotel.

Now! Stop — relax — think — reflect — and see how books are helping you TODAY. Books helped you to pass your school and college examinations and get you the job or business you are in. That was history. What role do books have in your life today? That is the question worth pondering.

Based on my observations of the visitors I saw during the fair, I strongly feel that we, as Indian managers, do not read many books. Let me put it this way. If it was a fair of furnishings — and let us say many husbands and wives were visiting the fair — each couple would have, on an average, purchased items worth Rs. 3000 to furnish their drawing room. But this same couple did not even spend Rs. 300 to furnish their mental drawing room! Why is this? And then we talk about having stress in our minds!

In my opinion, spending money on books can be the best investment that managers and organisations can make. Is it not funny that we in India talk about globalisation and meeting world competition, but are reluctant to spend money on books which bring the global world in front of us?

Take your own organisation. Find out how much money was spent on books in the last financial year. How much money was spent on HRD? How much on training, training hall, and so on? And, how much money was spent by each manager on books?

My own research is as follows: an organisation may have sales of Rs. 300 crore. It spends Rs. 30 crore on salaries and wages, Rs. 30 lakhs on training, faculty, hall, courses and Rs. 30,000 on books! These are one year's figures.

No one becomes learned
by reading books.

—SWAMI VIVEKANANDA



Of course, book knowledge without experience and exposure is useless. But for each of us who is slugging it out with “ground realities” every day, books can help give a head start. Broadening your mental horizons and stimulating your mind are sure stress reducers.

Quite a few times I have suggested to training course directors, "Why not give books as part of the course?" Their answer has been a flat "No"! Five-star dinners and excursions are included in courses, but not books! Because the Board of Directors and Auditors won't allow that!! This is all the more true in the case of public sector undertakings which have huge budgets for training but none for books. And then we say that managers have more stress. Unless new ideas go in, how can stressful ideas go out of our minds? It's as simple as that!

Americans have proved themselves to be very wise in this respect. I had an opportunity to take 36 second-generation Escorts dealers to Ford Motor Co. for training. On the very first day, each one was given a six-inch-thick training folder. It contained several well-presented write-ups which contributed to making the course meaningful right from the beginning. The folder served as a reference manual for each one of us resulting in less stress!

What is the scene in India? Even well established companies — with marble foyers and potted plants in their offices — depend on cyclostyled/photocopied dog-eared lecture notes! Exaggerating? Maybe, but why not do an audit yourself to see what you give in your in-house training courses? Believe me, you are in for a surprise.

If ever I had my way, I would present a small book shelf to each of my managers every year. Maybe, along with every pay cheque, I would include a book, or excerpts from a book, even a book which a family could read together, e.g. *How to Stop Worrying and Start Living*. Agreed, 30 per cent of the managers won't even open the books; another 30 per cent may browse through them; 30 per cent may read them; 10 per cent may read them again and again, but all of them

SIMPLE WAYS TO MANAGE STRESS



We talk of global competition. But we want to fight it with the weapons of yesterday. The world is moving fast; we all give lip service to it. What are you doing to keep pace with it? My suggestion: read books! They are your modern-day weapons. Books will reduce the stress and strain of trying to catch up.

will benefit in various degrees. A book seldom remains unopened for many years! Sooner or later, someone picks it up and reads it.

For the last few years, I have been working with doctors. I have found that every one reads books to update his knowledge; many even write papers. Similarly, lawyers and accountants read books. Comparatively, as professionals, very few managers read books. Why? Managers perhaps think that they can manage with what they had read during their college days, or can profitably draw upon their past experiences. This is wrong! Why not learn from what others have learned and are willing to share? This sharing of knowledge can be done through books, professional journals and magazines.

There is another side to think about too. As doctors, engineers, accountants and many more professionals and specialists become more and more experienced in their professions, the managerial content of their jobs increases. For example, the job content of a Chief Engineer may be 30 per cent engineering and 70 per cent managerial! Now, he may not have read any book on management! He increases his stress because he is a good engineer but not a good manager.

Agreed — simply put — that management is an art and not a science. But then today's artists also have to read a lot and, in my opinion, artists must also read management books. Management is an all-encompassing term which includes management of spouse, children, parents, in-laws, friends, colleagues and, above all, one's own self. If you can manage all well, your stress will disappear.

In most situations, management is 86 per cent of the problem! In real-life situations, most problems are really the



The ups and downs of life — social and at the workplace — are all in books. Someone, somewhere, sometime has had your problems and opportunities. You don't have to invent your own wheel. It will then be very expensive. Take over where others have left off. You will have less stress.

absence of ideas. Books on self-development, self-management, and so on will give you ideas which will serve as thought-starters. Plenty of good books on these subjects are available in any good bookshop.

There is no need for each of us to re-invent the wheel, when we can pick up from the wheels of others. Books can become such wheels. Generally, it takes six years to learn on one's own through trial and error whereas one can learn from a book in six days.

To come back to what I started with: Did you visit the World Book Fair? If so, did you buy books?, and if yes, how much did you spend? How many books do you have on your shelf which are either unread or half-read? If you have even a few such books, it is very good. Do you know that Mr. Rahul Bajaj is very fond of buying books and is normally ten to fifteen books behind in his reading? Mr. Chidambaram too reads many management books. Any lover of books will have many books on his shelf that are not read, read half-way through, read many times, and so on. There are many busy and successful people who enjoy reading books. Why don't you join the group?

Whenever you come across books that you like, buy them. You will, sooner or later, find the time to read them. If there is any book which you have liked very much, give it as a gift — even underline the passages you have liked. If you belong to an organisation where you have budgets to spend, consider giving books instead of giving diaries and calendars. Many companies abroad do this. If we are talking of globalisation, let us learn and do some of the good things which the foreign companies do. Next Diwali, think of books — duly autographed — instead of sweets boxes which are passed on and on...



God has given us a golden pen and a golden tongue. We overuse our tongue. Many of us can tell the President of the U.S.A. how to manage his country(!) but cannot even manage ourselves! Let us learn to use our pen. It is possible if we develop good reading habits. I suggest you ensure that Ma Saraswati sits together with Ma Laxmi in your home and in your office.

These days, a new buzzword has appeared in India and that is “global competition.” Every company is gearing up — some on paper and some in the field. They are getting their *astra-shastras* ready and the winners are likely to be the ones who develop their own *brahm-astras* because in the final analysis only this will work! Liberalisation is a two-way sword. Each one of us has to come to today’s Kurukshetra with modern-day weapons.

In our country, we have millions of minds which were groomed with *Ramayana*, *Mahabharata* and similar epics. This is our strength. It is worthwhile to learn from the Japanese, who copy the American style but blend it with their own culture and heritage. How is it that we as managers do not write books blending Eastern and Western experiences into books containing our own experiences and exposure? Our book market is almost virgin. There is a lot of scope as the competition is still very little. It is the chicken and egg story. Indian authors don’t write many books on management because not many Indian managers read management books. In my opinion, if chickens (books) come first, eggs (readers) will follow! I will be happy to share my experience with you with respect to the writing, self-publishing and marketing of books.

Self-audit your reading habits and those of your colleagues, friends and associates. Ma Saraswati will shower blessings on you. Unfortunately, Ma Saraswati and Ma Laxmi do not stay together, but real happiness comes when you make them sit together in your home and in your office. Money can never give you happiness unless you use your mind to enjoy your money. Therefore, to develop your mind, read books. You will surely reduce your stress. I guarantee it.



Very often we say things to get even, more so when we are young. Eventually our experience and self-reflection teach us to wear the drooping Chinese "moustache," to save thousands of stresses by controlling ourselves when it starts in the first place. Silence is golden. Silence is stressproof. Silence is nirvana.

Don't say it to get even

Draupadi said, "Son of a blind person is a blind person!" and the whole of *Mahabharata* started. Now tell me, as a royal princess, why should she have said this in the first place? I don't know, but either she was unwise or arrogant, for having blurted it out, she could have apologised.

This one sentence created trillions and trillions of stresses among the Kauravas and Pandavas... it ruined so many families.

This happens everyday in offices and homes. Joint families are breaking up, because of this desire to get even!

During my 31 years with Escorts, I have been fairly successful in not saying anything to get even. Self-control for one minute saves 1,000 to 10,000 stressful minutes.

Looking back at life, I was not that mature in "handling" my wife till recently. I used to say things to get even and the result was instant "Kurukshetras," which were sometimes replayed several times by haunting me. Now, I consider my wife also as my "boss" and do not try to say things to get even. It has worked well.

I got the inspiration from the following story narrated to me years ago by my son:

Boss: At times your customers can be rude to you. Tell me



Relax, dear father! Look at the problem objectively. Take your time to give your reply. Think it over. Talk to your friends, consultants and associates. After a decent interval, your son may start thinking of something else. Adopt an attitude of suspended conclusion. Delays. More delays. That is it!

what will be your reaction in such situations?

Youngman (after 30 seconds of silence): Sir, the customer is the profit, everything else is overhead. In the first instance, my action will be such that the customer will think twice before getting rude with me, and even if he gets rude with me I will bear it, because of a story I heard a long time ago.

Boss: What is it? Let's hear it.

Youngman: A father and son were travelling by a local bus. The father asked the conductor for directions to a certain place. The conductor's reply was very rude — almost insulting. After a while, the son asked his father why he did not retaliate. The father replied, "Son, the conductor was rude because that is his nature. He has probably lived with that for years. I am mature enough to tolerate it for a minute or two!" Sir, I think I will behave like a mature man and "tolerate" the rudeness.

Boss: What else?

Youngman: Sir, whenever anything is not clear I will come to you as I feel it will be much more profitable for our business if I ask dumb questions rather than commit dumb mistakes.

Boss: Maybe we can give you a try and if so when can you start working?

Youngman: "Sir, NOW!"

Boss: Come back with a neck tie!

Moral: Do not sink to the level of the person who insults you. Stay on the high ground, where the stones can't hurt you.

When we are angry or arrogant or high, our words are like non-returnable arrows. They cause us stress. In fact each one of us gets hurt by this human weakness. Mr. M.M. Mehta shared with me a good practice which his boss Prof. Stevenson followed at the Pantnagar University. Occasionally,



On being asked by Akbar, Birbal painted the emperor's portrait in six days. Akbar asked his other eight Navratnas to comment. Each one put a dot on the portrait wherever he felt it was not good. Akbar asked Birbal to explain. Birbal thought and called for eight blank canvases for his colleagues and asked them to do the portrait. No one came forward. Akbar, with drooping eyes, murmured, "Dot-ers." MORAL: It is easy to find faults in what others do, but difficult to do it yourself.

he would get letters from his superiors at Lucknow. On receiving such a letter, he would simply read it, reflect on it, and put it in the fourth drawer. Next day, he would read it again and depending upon the seriousness, he would again put it in the third or second or first drawer. Only after sufficient time had elapsed, would he calmly reply to any such letter. This way, possibly, he would place himself in the other's shoes, become the wise father of the earlier story and give an objective reply to the letter.

Thoughtless accusations or fault-finding, often driven by jealousy, also feeds stress. Remember that when you point an accusing finger at someone, the other three fingers point at you. The Akbar and Birbal story is worth recalling.

Akbar, the great Moghul emperor, once asked his prime minister Birbal, who was known for his wisdom and quick wit, to paint his portrait. Birbal did the job in six days time and presented the portrait to the emperor, who was delighted. Akbar asked his other Navratnas (nine gems of persons in Akbar's court — including Birbal) to give their comments on Birbal's work of art. Each of them came up to the portrait one by one and put dots on it wherever he felt it needed improvement. The portrait was smeared with dots and, naturally, Akbar was upset and asked Birbal for his explanation. Birbal gave it a thought and called for eight blank canvases, one for each of his colleagues, and asked them to paint the portrait of Akbar. None came forward. Akbar, with drooping eyes, murmured, "Dot-ers."

If you find others making mistakes, there is no harm in pointing it out provided you are an expert yourself. Otherwise keep quiet. Don't forget that whenever you criticise, you make enemies and enemies cause stress. The real boldness lies in admitting your own mistakes and laughing at yourself.



**ALL
ELSE
FAILS...**



**LOWER
YOUR
STANDARDS**

If all else fails, lower your standards

I READ this saying on the pin-up board while visiting the Chief of the Maintenance Department at New York University Medical School. It went straight into my head. I was sent by Escorts Heart Institute to visit good hospitals in the U.S.A. I had a long objectives sheet and wanted to talk and see a lot so that my trip could be effective. Though I was willing and wanting to work from 8 to 8 every day, I could not get appointments before 9 a.m. and after 4 p.m. I became stressful. It was costing Escorts Rs. 3000 a day. So when I read, "If all else fails, lower your standards," I instantly felt stressfree. The more I thought about it, the more I liked it as a concept.

I started applying it to other areas successfully... to my son, my daughters, colleagues and all who give me happiness or stress. My stress has since come down.

All of us want to be first. This, as everyone knows, is impossible. So what do we do? We become stressful. We become like the proverbial pigeon who, on seeing the cat, closes its eyes and becomes stressful.

With a little bit of thinking and logic, we can find better ways when we cannot stand first. I do the next best thing,

*THERE IS NO POWER IN THE
UNIVERSE TO INJURE US
UNLESS WE FIRST INJURE OURSELVES.*

— Swami Vivekananda



So do not let criticism bother you; let it help you to improve your tomorrows.

and that is to do a superb job of whatever I am doing. Let us say that as an author I can never come close to Dale Carnegie, Norman Vincent Peale or Zig Ziglar. But I can always be as superb as they were, in my own circle of friends. I have sold 50,000 copies of one of my books compared to their millions. Because of my mind-set and this particular idea, I not only feel less stressful but also very satisfied and happy. I could become very stressful by thinking that my books are not as good as theirs.

In my first edition there were 1236 small, small mistakes. In one of the reviews, it was stated that I had copied and could not write English correctly. All this did not make me stressful. I knew better that I was a manager -cum -author and, therefore, I took the assistance of my friends to remove the mistakes in the subsequent editions and reprints. Therefore, do not let criticism bother you; it should help you to improve your tomorrows.

All of us live in social circles. We should think about our own circle and continue thinking of it only if we want to be stressfree. We become stressful when we think of bigger social circles and want to have our names in them.

SIMPLE WAYS TO MANAGE STRESS

Dada, you are cute...let us go for cookies and candies..



Stress is caused by foolish pleasures. Simple pleasures do not cause stress. Try it for yourself. When I am with my grandchildren Gayatri and Gaurav, stress has no chance of coming close to me!

Stress at a glance



WHAT...one can manage stress in simple ways and that too using common sense? Rubbish! 'Then you don't have the problems I have,' said a friend who was visiting and saw me working on the title. Yes, you can conquer stress. I told him it was a fact that I was almost stressfree. And that whatever little stress I had was due to old and stupid habits which I had yet to overcome even at the age of 57. I am still learning and hope to keep on learning till my days are over. A normal person can conquer his stress up to 96 per cent — this is a fact.

When you cannot solve your problems, you become tense. In a nutshell, this is stress. Now, most problems are really the absence of ideas. So, if you cannot reduce your problems, you need to think of more and more ideas to solve them.

One such idea is: "Very little is needed to make life happy." And another is: "Looking for happiness is like clutching a shadow or chasing the wind." And, "Tomorrow is another day." I can go on and on, but the fact remains that only you can conquer stress, if you try it creatively, innovatively and consistently.

Stress is a powerful force which can either do a lot of good or cause extensive harm. It is like a flowing river. When

SIMPLE WAYS TO MANAGE STRESS



Animals are happy so long as they have health and enough to eat. Human beings ought to be, but in the modern world they are not, at least in a great majority of cases.

— Bertrand Russell in *The Conquest of Happiness*

SIMPLE WAYS TO MANAGE STRESS

you tame it by putting up bunds and dams, you are able to direct the water to the places where you need it. But when the river is untamed, it can cause havoc. So it is with stress.

Stress is also the result of a mis-match between demands and the resources available to meet such demands. So, you can manage your stress by either reducing your demands or increasing your resources.

When we cannot arrive at a balance between demands and resources, our bodies react with the “fright, fight or flight” response — so basic in the animal world. When demands remain unfulfilled, the result is unproductive tension.

Stress is mental, i.e. it is always in our minds. Stress starts in the head. Events do not cause stress; how you interpret and react to them does. For example, if I can say *To hell with it!* or *Kee farak painda?*, I have no stress!

Stress is harmful — it hurts when it becomes a way of life. The accumulated effect of long-term stress has been linked to heart disease, ulcers and cancer. Surely, stress is a debit entry in our health’s “Profit and Loss Account.” Keep in mind that 75 per cent of diseases are stress related.

Many of us spend Rs. 300 worth of energy worrying about a Rs. 30 problem. Maybe you spend Rs. 3,000 or even Rs. 30,000... think about it! I know people who have a *crore* of rupees and become stressful because Rs. 300 has gone down the drain.

You can become a stress-resistant person. Many of us create stress for ourselves and others. For such people, every job is a question of life and death, every target date is a matter of prestige. The result is that such people become stressful and thus disease prone.

You can learn the art of relaxation. It is the best strategy.

SIMPLE WAYS TO MANAGE STRESS



About People...

4% are stress producers!

16% are semi-stress producers!!

36% are neutrals — they will react to your body chemistry.

31% are happiness producers for whoever they come in contact with

13% are permanently stress-free persons!

SIMPLE WAYS TO MANAGE STRESS

People who upset you or do not see things the way you see them should be dropped like hot potatoes. Be ruthless. You do not have to be nice to everyone. Let 4 per cent go to your “friends”! Learn to co-operate and not confront just to prove a point that you are smarter. It is better to seem a bit stupid than to become stressful.

And to reduce stress, you must cry; it helps! Don't be ashamed of it. So what? Crying releases tension; this safety valve has also been made by God!

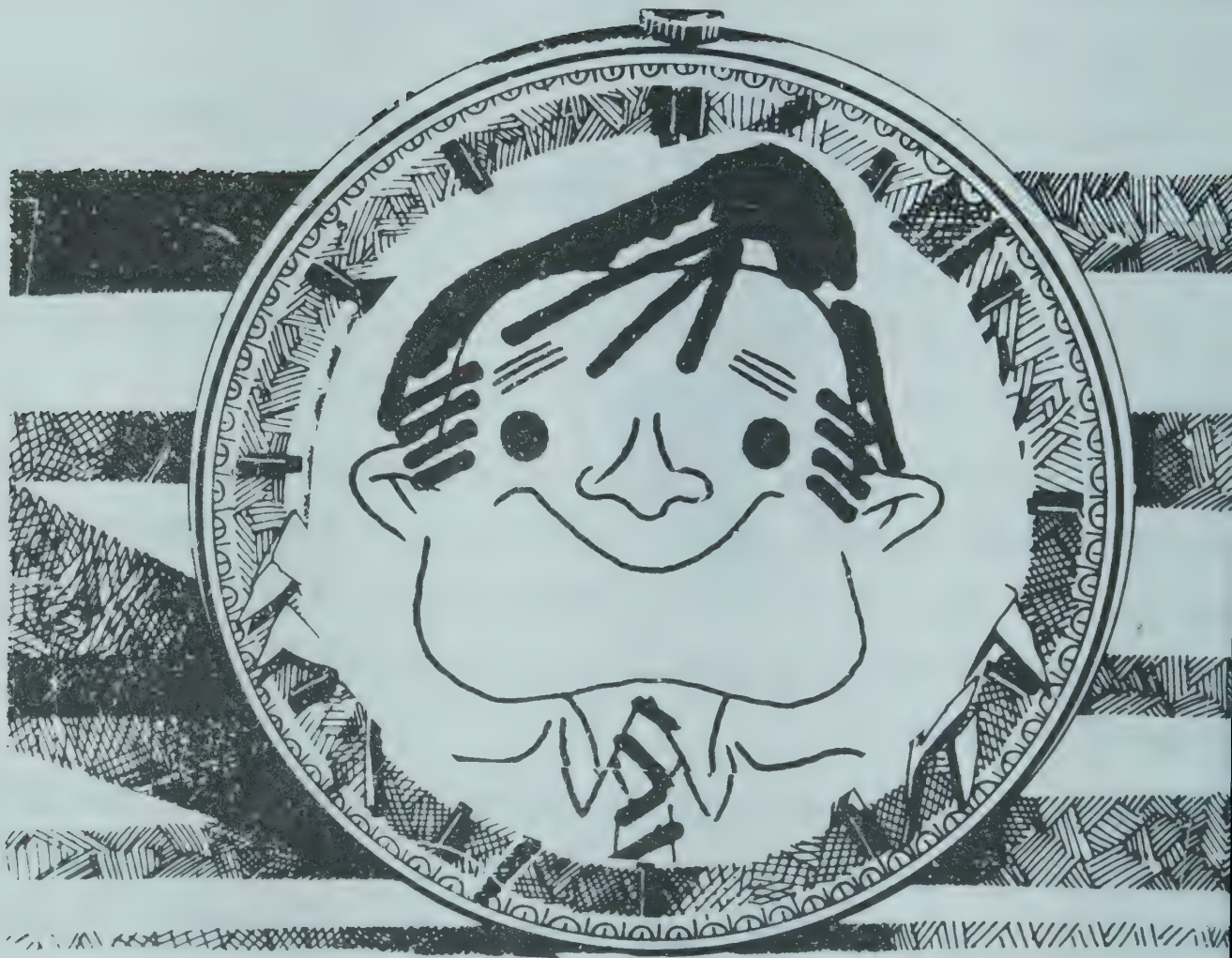
Forget about always winning; forget being always right; forget about always looking handsome or beautiful. What difference does it make?

Focus on relaxation. Focus on enjoyment. Focus on health. Focus on being good to yourself.

And do not forget that you were born as a human being after 8,40,000 incarnations and the next time you may be born as one could be after 1008 years! Yes, I believe it. Therefore, I am having a ball because I may be going before my next birthday.

Stress is also the result of doing too much in too little time. Therefore, the most simple way is to reduce what you have to do and you will then have plenty of time! Follow the business axiom — “Don't make best the enemy of better.” Why do you have to be the best; why can't second or even third best do?

But then you do not want to live the life of my Snoopy. She is always happy; she “jumps out of her skin” whenever she sees most of the people she knows. She lazes around, takes sunbaths in summers and winters! She sleeps. Always full of beans. She has no stress whatsoever... most of the



Deciding to be happy or stressful is as simple as flipping a coin! It depends upon which coin you keep in your pocket. I have decided to keep a coin on which happiness is embossed both sides.

time. Her needs are food and love. Nothing else matters to her.

Everyday, we are faced with stress-inducing situations. Red light at a traffic signal. Boss. Wife. Fights. Car troubles. Too little money, too many bills. *Uski saree*...and so on and on and on! What is stressful for you is a personal matter. But then, situations themselves don't cause stress; stress is caused by your reactions.

Stress is internal tension. Bottling up tension leaves our bodies vulnerable to a variety of health problems.

The other side of stress is happiness, and here in a few pages I have shared with you some of my tried and tested ways to be happy and stressfree.

Take a coin. On it, write HAPPY on one side and STRESS on the other. Take another coin and write HAPPY on both sides. Take a third coin and write STRESS on both sides.

Whenever you get up in the morning, decide which coin you want to put in your "fountainhead," i.e. your mind — for the day, for the week, for the year. In my own case, I use the coin on which HAPPY is written on both sides. Remember Amitabh's coin in *Sholay* — heads on both sides! No one can stop you from doing it except yourself.

Stress was discovered in the 1930s. Stress in itself is not bad — some of it is even good. Our body is a wonderful machine and like a machine, when some demand is placed on it, it has to respond. Some machines can be like racehorses while others can be like turtles. Some people, like racehorses, thrive on stress and are only happy with a vigorous and fast-paced lifestyle. Others are like turtles requiring peace, quietness and a generally tranquil environment to be happy.



I value my garden more for being full of blackbirds than of cherries, and very frankly give them fruit for their songs.

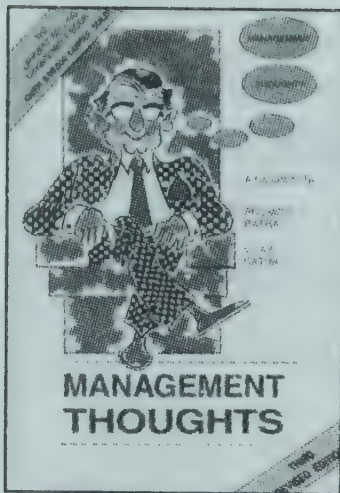
— Joseph Addison 1672-1719

One's attitude towards work is also important, because it is the attitude which determines whether an activity is pleasant or not, whether it is positive or a negative stress. All stress is not bad — it is your attitude which makes it good or bad. Simple.

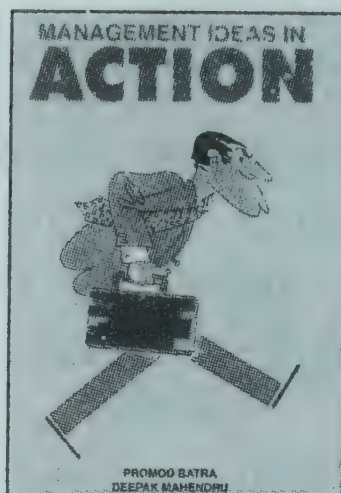
My *takia kalaam* (pet expression) is *chardi kala wick* (top of the world) and *balle balle* (hurrah, hurrah) — never have I thought of it otherwise. I follow the concept — “If sickness is unavoidable, relax and enjoy it!” President Nixon wrote *Six Crises* when he was hospitalised for an accidental knee injury during a presidential campaign. Never do I share my problems, my anxieties, my worries, my stress with anyone unless he or she can help or guide me. Also, I get inspiration from Guru Nanakjee, *Nanak dukhia sab sansar...* (Oh Nanak, in this world everyone has big problems). Mentally I am prepared for everything — including death! So what — if it has to come, it has to come. Our Lord Krishna also says, “Do your job.” Just do it, buddy, and the rest is in His hands.

I have seen that things have to go on. I have seen some people who have done very well inspite of having lost their parents quite early in life or inspite of not being well off in the earlier years of their life. It depends purely upon the person's mental makeup and how he prepares for life.

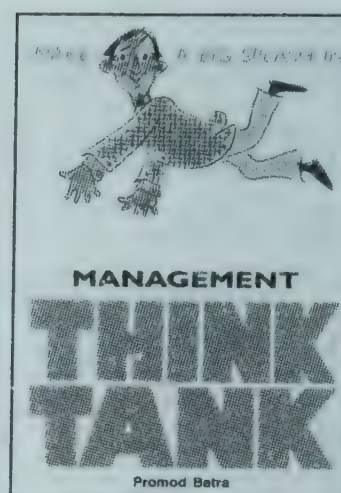
Our minds are like acres of land where we can either grow happiness or grow stress. Unfortunately, it is a human tendency to grow stress if deliberate efforts are not made to plant our own SEEDS (Stories, Examples, Exhibits, Demonstrations, Sayings) of happiness. And, like a piece of land, unless tilling, seeding, watering, fertilising and weeding are done as required, we are bound to get nothing but weeds! Happiness is harvest; stress is weeds.



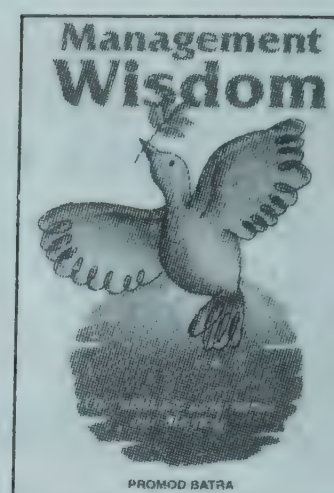
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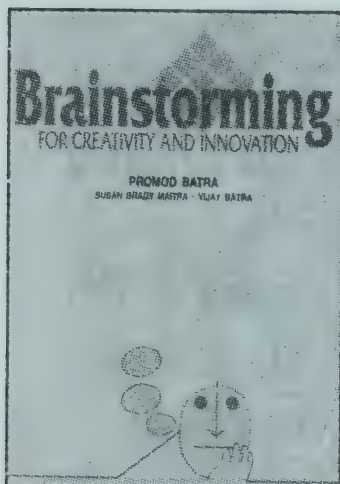
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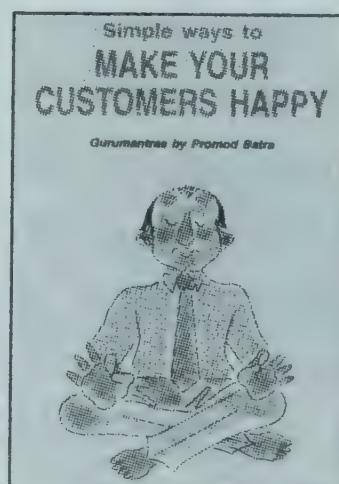
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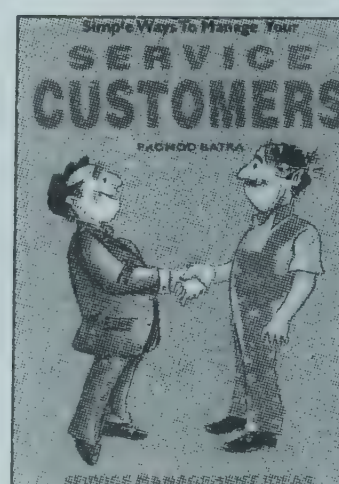
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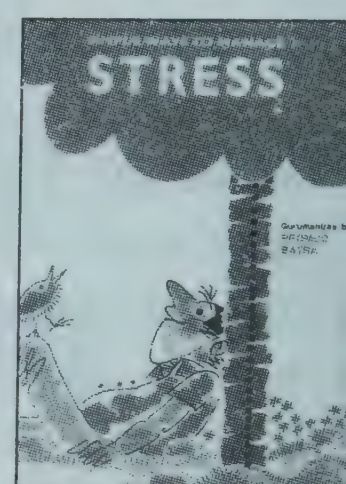
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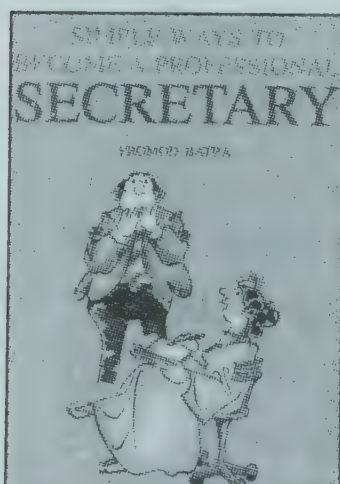
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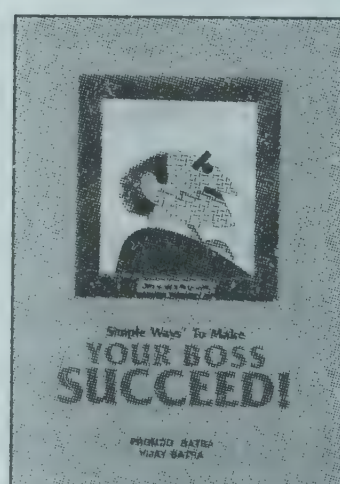
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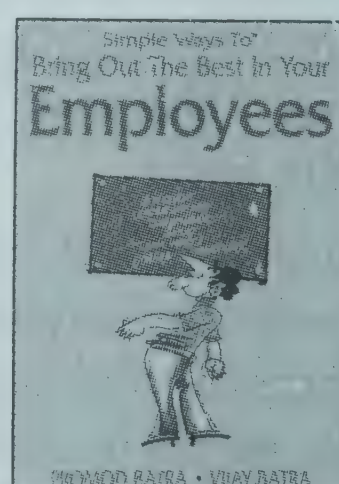
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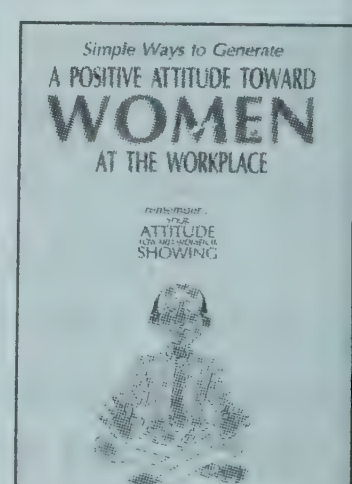
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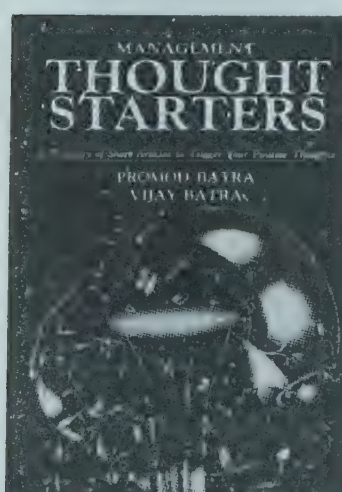
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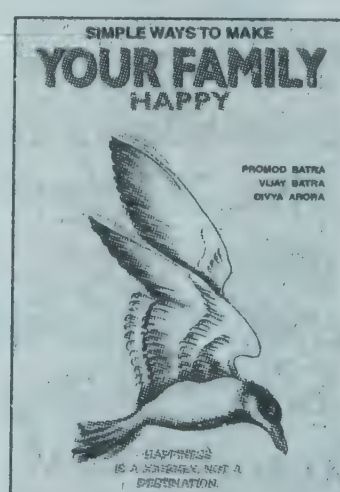
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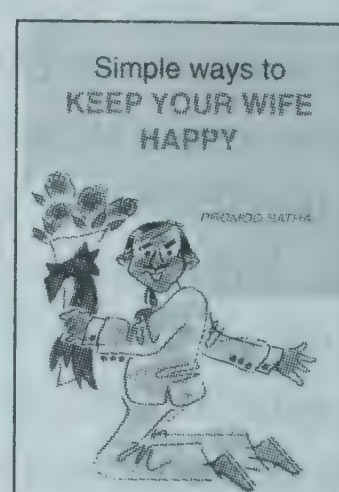
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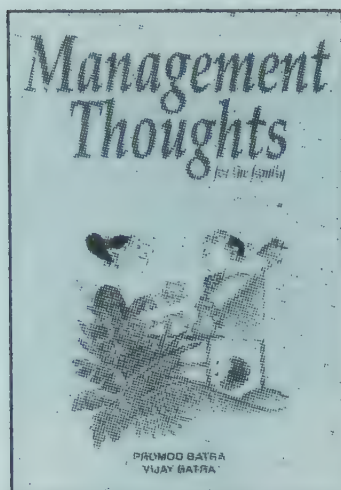
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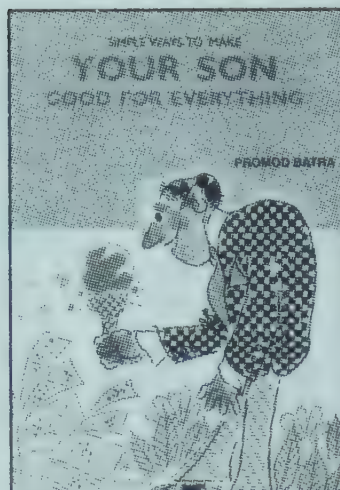
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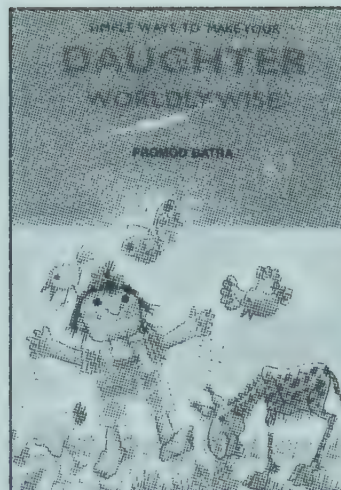
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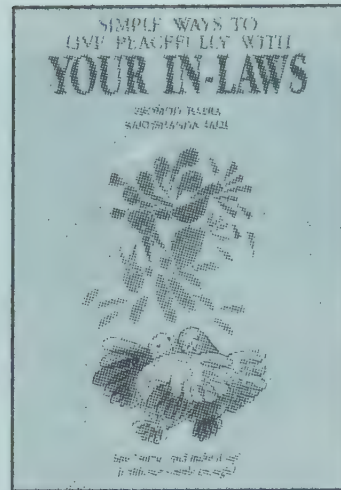
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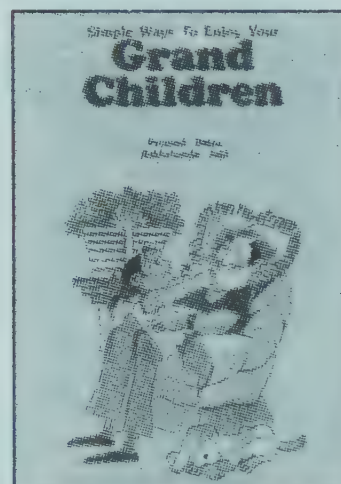
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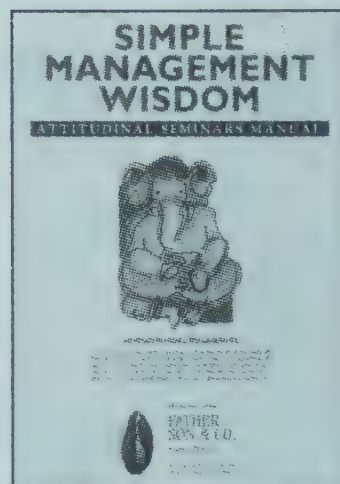
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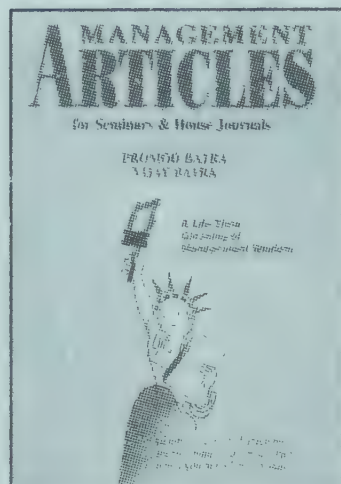
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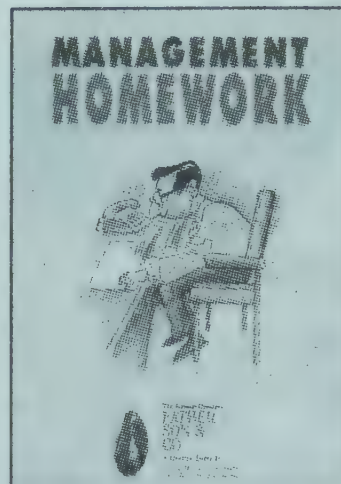
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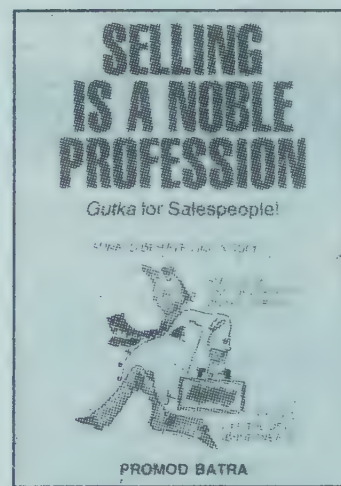
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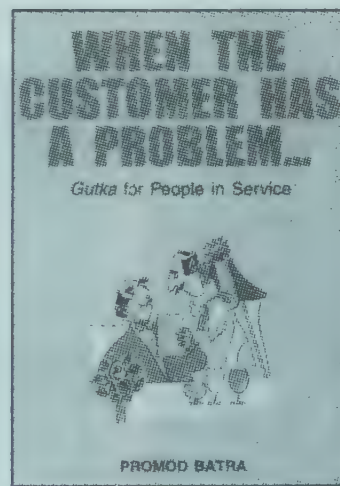
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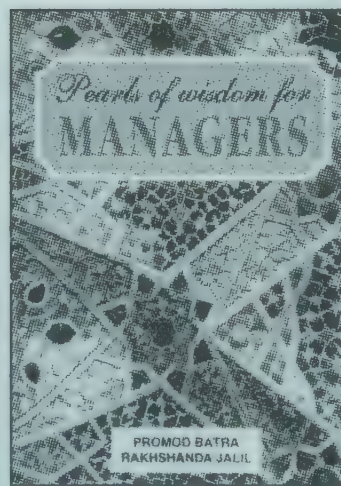
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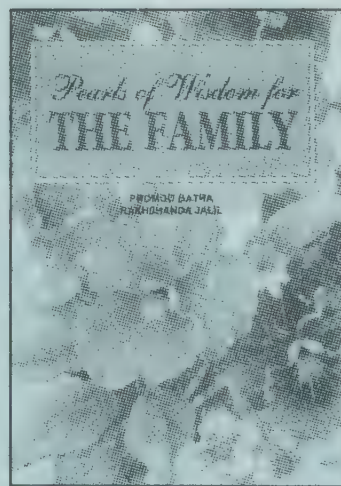
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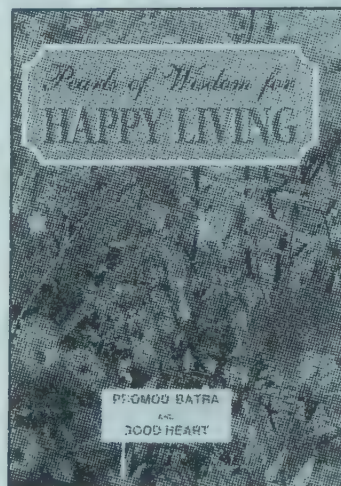
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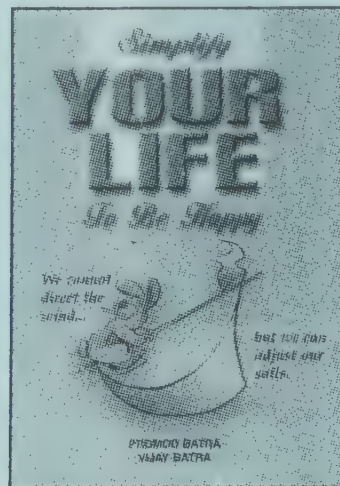
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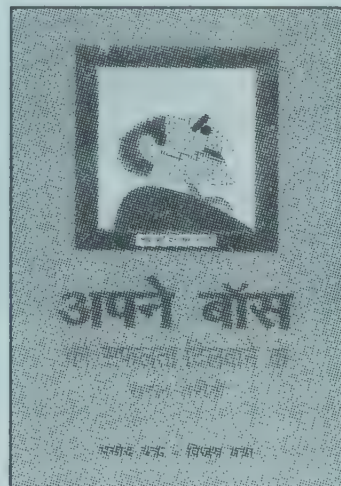
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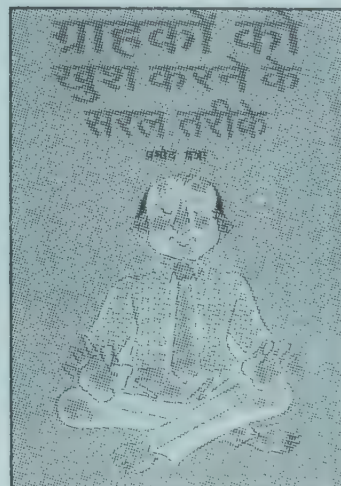
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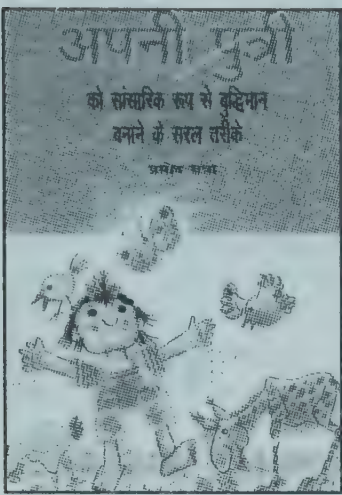
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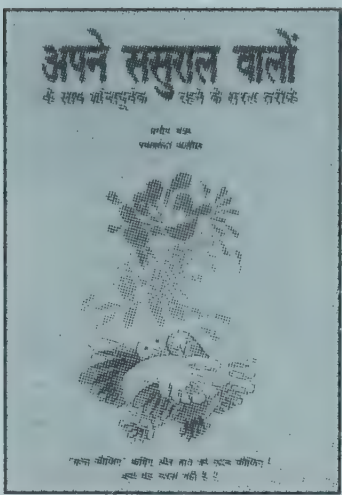
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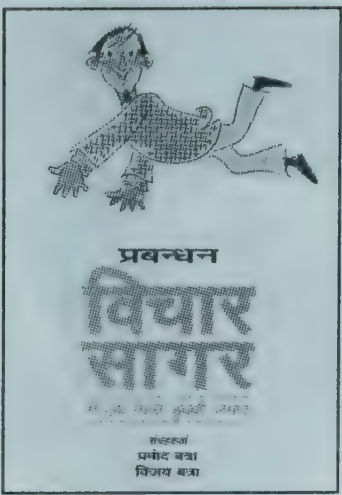
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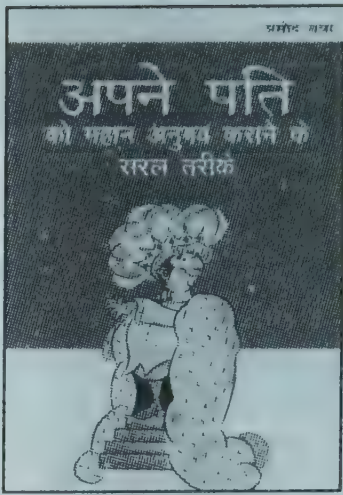
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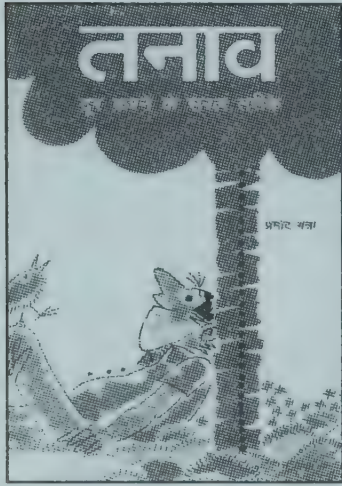
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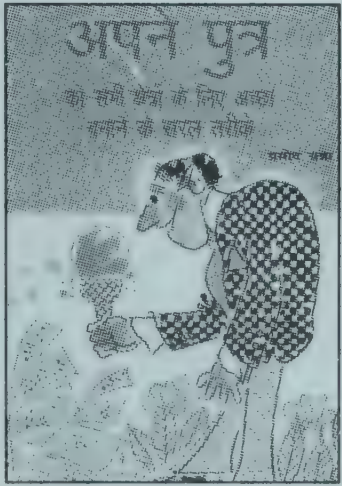
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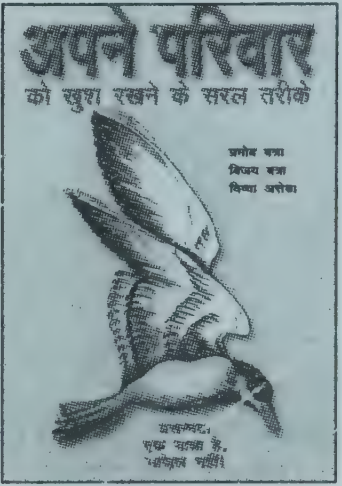
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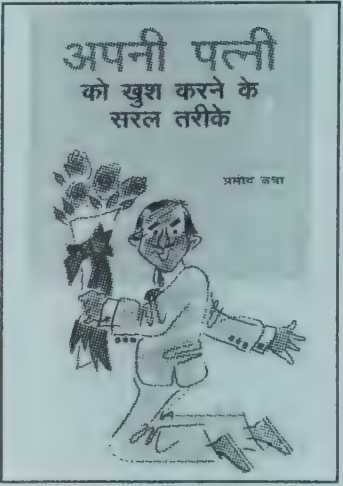
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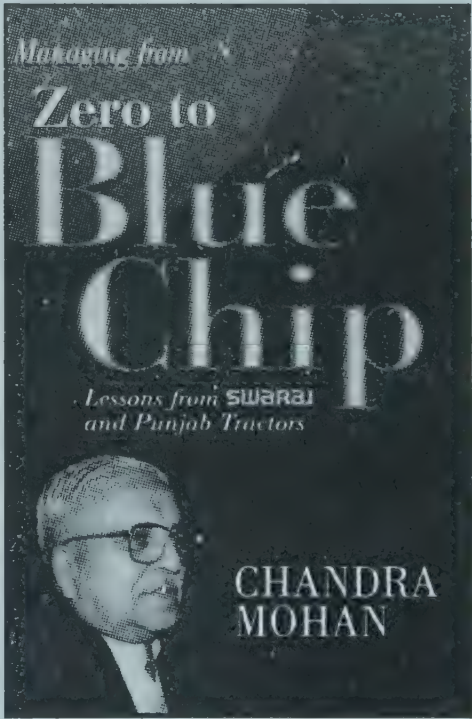


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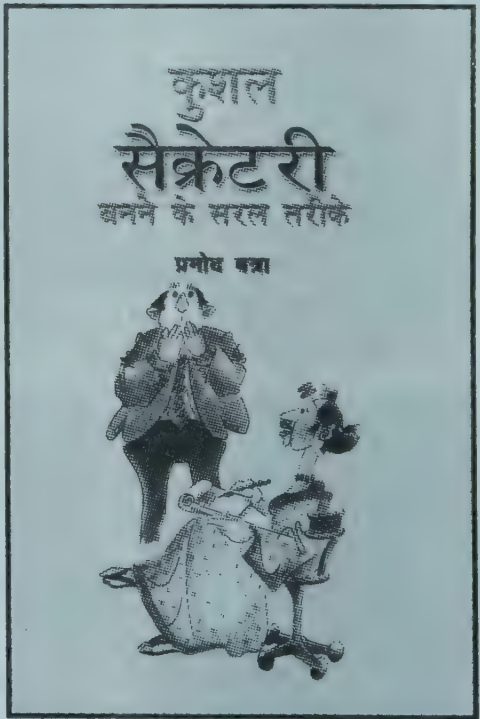
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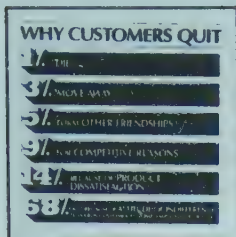


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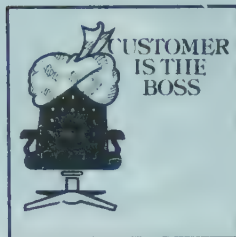


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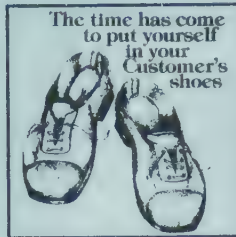
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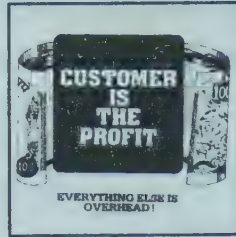
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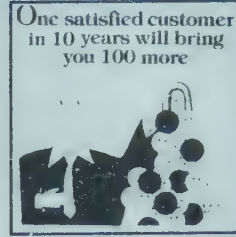
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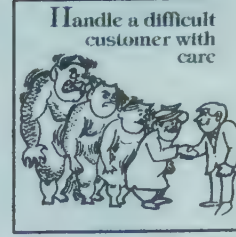
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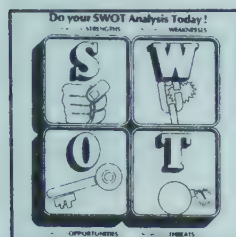
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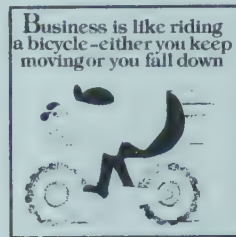
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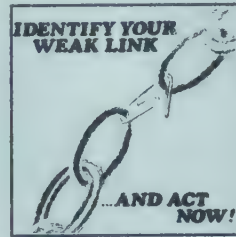
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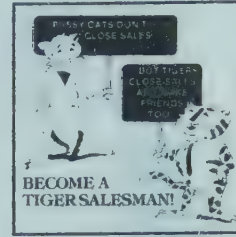
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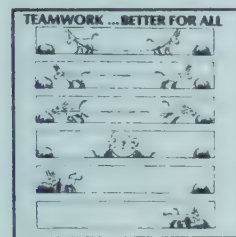
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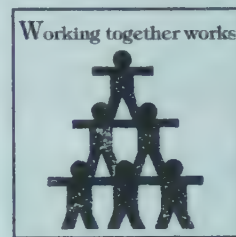
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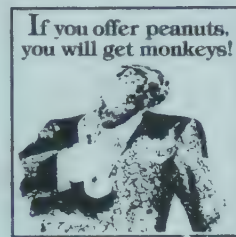
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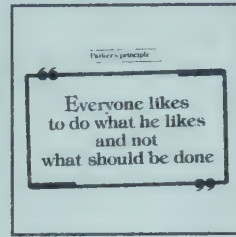
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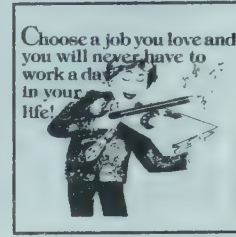
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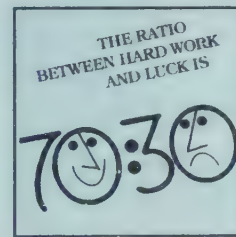
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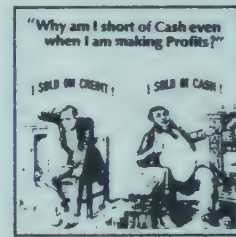
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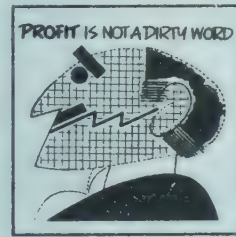
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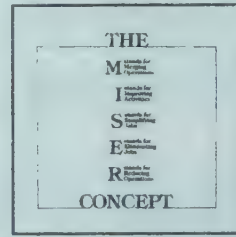
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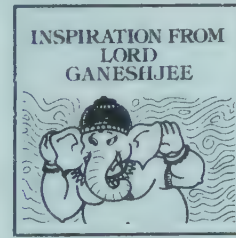
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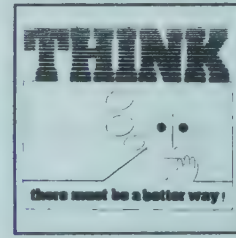
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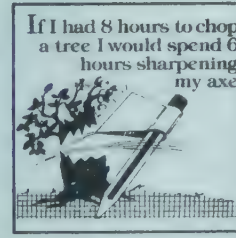
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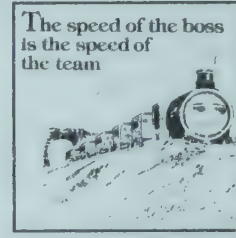
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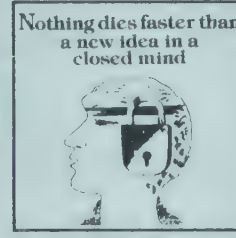
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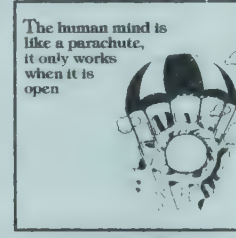
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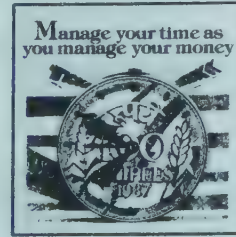
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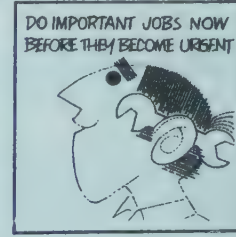
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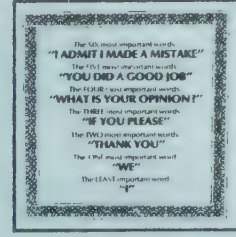
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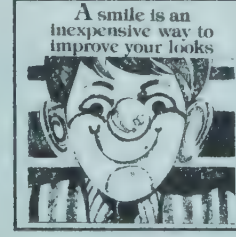
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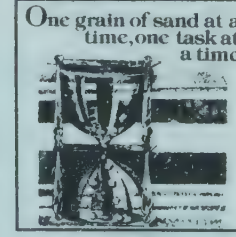
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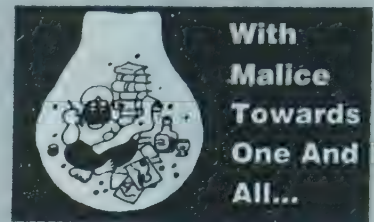
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by PROMOD BATRA & VIJAY BATRA



I have found that in families which have books in their homes for different age-groups, there is usually more interaction between its members, less contention and more harmony. A book-less home is no home. A book-less family is less likely to hang together than one in which members have other things than making money and scandals to occupy their minds...

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determines our
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Our approach: We think in pictures... when we say "mother" in a seminar, everyone's picture of his or her mother comes on to his or her mental screen, even if for a jiffy. Right? We have extended this concept into our seminars. We use audiovisual aids in the form of 35 mm Photophone Slides which have the advantage of flexibility as well as sharpness of colour. The images stick to the mind longer. We will give Seminar Notes to each participant.

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Hindi
&
Punjabi

Think... have you ever done it? If not, why not now?!

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Toward **Women** at the work place
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3. ग्राहकों को खुश करने के सरल तरीके
4. अपने बॉस को सफलता दिलवाने के सरल तरीके
5. अपने पत्नी को खुश करने के सरल तरीके
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8. अपने पुत्र को सभी क्षेत्रों के लिए अच्छा बनाने के सरल तरीके
9. अपने ससुराल वालों के साथ शान्तिपूर्वक रहने के सरल तरीके
10. अपने परिवार को खुश करने के सरल तरीके
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MANAGEMENT SUCCESSORIES

1. Management Thoughts **Address Book** (HB) (Also in Hindi)
2. Management **Telephone Index** (HB)
3. Management Thoughts **Desk Planner** (HB) (Year 2001)
4. Management Thoughts **Wall Planner** 2001
5. Management Education Think **Cards**
6. Management Thoughts **Flexy Planner/Organizer** (Leather)
7. Management Thoughts **Posters** (11"x11") All Capsules
8. **व्यापार के गुरुमंत्र** (11"x11") विचारमाला
9. Ready-to-hang, laminated posters (Also in Hindi) (Small Size)
10. Management Thoughts **Large Posters** (18"x23")
11. Ready-to-hang, laminated posters (Big Size)
12. Generate a Positive Attitude Toward **Women** (Posters)
13. Think Energy Posters

GENERAL BOOKS

1. Zero to Blue Chip

Are You **SUKHI RAM** or **DUKHI RAM** ?



SUKHI RAM – *Sukhwanti*



DUKHI RAM – *Dukhwanti*

Are you

SUKHI RAM or **DUKHI RAM....%**

- ☐ 100
- ☐ 90
- ☐ 80
- ☐ 60
- ☐ 40
- ☐ 20
- ☐ 10
- ☐ 0

- ☐ 0
- ☐ 10
- ☐ 20
- ☐ 40
- ☐ 60
- ☐ 80
- ☐ 90
- ☐ 100



Do these analyses every hour, every day, every week, every month, every quarter, every year, every decade! Good Luck.

At 64, for the mental seeds I had sown during my thirties and forties at Escorts, I am now getting bumper crops with the grace of God, during my harvesting years.

Looking back with entire satisfaction at my career and with a view to share my management ideas with my readers, I am presenting my collection. Naturally, these are my best ideas collected over several decades.

Here is a suggestion for the readers which will enable them to get more out of my books. And that is to keep on their mental screens my favourite story of Sukhi Ram and Dukhi Ram.

STORY SELLS, FACTS TELL!

The story. In Faridabad, a milk seller, Mr. Yadav sold milk from house to house on his Rajdoot motor cycle. It carried six milk cans. Three on each side. The cans were creatively painted which conveyed the role of excellence which Yadav doled out while doing his daily chores.

There were frogs also doing what frogs do! And a school and the students. Young students, 6th grade are naughty boys. They get their kicks doing pranks sometimes n a u g h t y ones!

Gaurav, on his way to the school, sees a happy bull frog and instinctively grabs it and with lightening

speed opens lid of a can and pushes the frog into a drum, closes the li

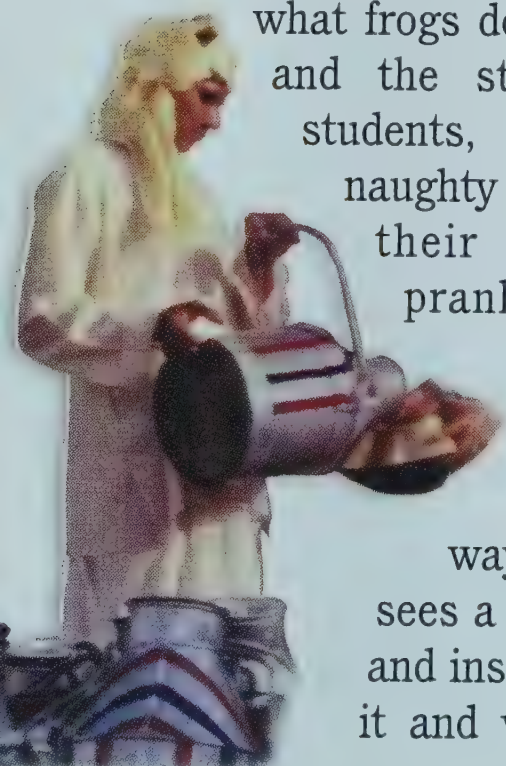


The Attitudinal Bulb

and runs away to school.

The scene shifts inside the drum where the happy frog finds himself in a tight spot. Well, well, well... What to do? The frog quickly assesses the new situation he is in and turning on his attitudinal bulb starts manufacturing following thoughts:

- ❖ You naughty boy, may God give you wisdom! Don't ever do such foolish acts which put others into troubles.
- ❖ Now, what can I do? How can I come out of this trouble with least damage. Quickly he thinks of 'SWOT' analysis which focuses on right priorities. He reasons that his biggest strength is — he can swim in liquids. And he does that with all his might. He knows from "wisdom bank" in his mind — that most difficult times come for a little while. No difficult time is forever. He does his *karma* with *lagan* and soon finds himself sitting on a butter lump-formed due to the churning action of swimming. He is now safe for a while and waiting for his





**Sukhi Ram... notice
the 'smile' in his eyes!**

opportunity to come his way when Yadav will open the lid to sell the milk. As soon as Yadav removed the lid, our happy frog leaped to his freedom!

Well, our happy frog in the story is my Mr. Sukhi Ram who inspired me throughout my career and inspires me now also.



**SWOT — strengths,
weaknesses, opportunities
and threats.**

The truth also is: the frog knew, from 'SWOT' analysis—his (W) weakness were that he could not swim for too long and the (T) threat was in case the motor cycle were to meet with an accident, he would be dead. Simple.

Opposite of Sukhi Ram is a person who is Dukhi Ram. In our story, it is another frog who is feeling low and another naughty boy, Raghav, catches the frog and puts it into another can and closes the lid, just for his vicarious pleasure.

Now, what are the thoughts which Dukhi Ram manufactures when he finds himself into a very tight spot. Most important, he does not put on his attitudinal bulb.

The thoughts which Dukhi Ram manufactures are:

- ❖ You naughty boy, may you go to hell (*narak*), your parents go to hell, your grand parents go to hell, all you Punjabies go to hell!
- ❖ After these negative thoughts, he starts blaming God for making him so small that neither can he lift the lid nor drill a hole in the milk drum.
- ❖ With these negative thoughts, he drowns in the milk.

After a while Yadav opens the can and finds Dukhi Ram floating dead in the milk. He quietly picks up Dukhi Ram and slips it into a drain.

The lesson I have learned from Sukhi Ram (a CAN Person) and Dukhi Ram (a CAN'T person) is very simple: God helps those who help themselves by positive thoughts when they get into a problem and only then ask for God's help! (Ratio between smart + hard work and luck is 70:30!). Have you noticed 'CAN' in Americans and Canada!

Now, let me share my experiences and exposures with you :

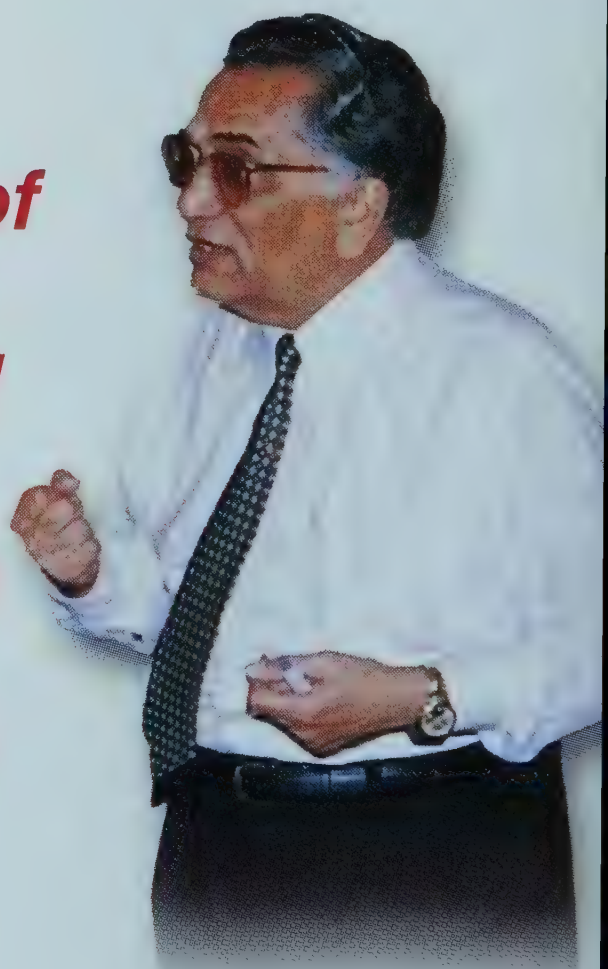
- No one in this world — your wife or husband, father or mother, son or daughter, boss or his boss, neighbourers or friends — can make you Dukhi Ram — except you, yourself!
- It is you — yes, you alone who can make a choice to be Sukhi Ram or Dukhi Ram.
- Attitude is in your mind. You enact scenario based on which you manufacture positive or negative thoughts.

Simple ways to be Sukhi Ram

Manufacture an attitude of KFP — *Kee Pharak Painda* (what difference does it make — WDM) — after all everything in life is not a question of life and death. I failed in 9th class and my brother passed! (We were both in the same class!!) My father was upset for a minute or two and then responded, “...son, *kee pharak painda*, you worked hard, you failed... next year you will do well...” My father was a very wise person. He did not insult me by usual dialogues that fathers blurt out being in the state of Dukhi Ram. By this, he made me a little more tough to face adversities in life.

Similarly, during my 33 years in Escorts, my seven bosses did not give me many promotions or increments. It used to hurt a little... but the attitude always was... KFP! Also the thought “It ain’t over, till it is over!”. I diverted my attitude towards sharing my collection of ideas and experiences with my professional colleagues, dealers and friends. Result: at 64, I have got over fifty publications to my credit which give me lots of money, feeling of success and happiness... feeling of 90:10 (Sukhi Ram 90%; Dukhi Ram 10%).

“Challenge is a part of life—take it in stride knowing that you will win most of the time, lose some of the time but become a better person either way for having tried.”



LEARN TO LOVE

What You Do For A Living!

By **PROMOD BATRA : VIJAY BATRA**

- ➡ I wish to take this opportunity to share my best ideas, sifted over 60 years of my exposures to life in India including Ramayana and Mahabhartar and to that in USA while doing MBA and from numerous invaluable Management books.
- ➡ Our attitudes determine our levels of Success and Happiness. No one is permanently successful or happy and if anyone ever becomes permanently happy—he or she is sent to Agra!
- ➡ Stories sell. Facts Tell. Therefore, I want to “sell” you—happiness—through stories! It will be good for you to make attitudinal corrections as you get along in life.





ATTITUDE OF WHAT CAN I DO FOR YOU TODAY!

Try this for next 30 days. Ask your wife everyday, "...what can I do for you today?" With a pencil and paper in your hand. Say it with a feeling in your words, in your eyes, head and heart. Well, she may get startled, say the least. Never mind. Keep at it. I do. I do also with my boss, son, daughters and my grand children. And customers. And staff.



ATTITUDE OF SAYING SORRY:

Remember, Draupdee of Mahabharata. One "sorry" and she would not have to go through so much humiliation and loss of five sons. Revenge. Haughtiness. Remember One "sorry" is likely to bring you hundreds of happy moments.

A PROMPT



ATTITUDE OF GRATITUDE:

In everyone's life, there are people who have helped him to be where he is. Some of us tend to forget those helping hands and we are likely to become unhappy with ourselves. Do yourself a favour and frequently recall who helped you to get going. In thoughts, words, actions and kind. Karan and Duryodhan. Gratitude is expressed by 'Thank You' through: words-10%; eyes-20%, heart-30% and head-40%. Simple. We use "Thank You" -too frugally. Become generous with your "THANK YOUS" and you will be happier.

ATTITUDE OF LEARN TO LOVE WHAT YOU DO FOR A LIVING:

If you want happiness for an hour, take a nap.
If you want happiness for a day, go on a picnic.
If you want happiness for a month, get married!
If you want happiness for a year, inherit wealth.
If you want happiness for a lifetime, learn to love what you do for a living!



ATTITUDE OF COMPARISON:

Never ever compare yourself with others. Compare yourself with yourself only. You will be much happier and fulfilled. Remember the scene ...uski saree meri saree se safed...kyon!!



ATTITUDE OF IMPORTANT VS URGENT:

Starve the problems and feed the opportunities. Understanding comes with time. Make your priority list. 80-20 rule applies. A glass of water is adequate when a spark ignites and after a while -100 fire tenders may not be able to do the job.

STARVE
THE
PROBLEMS
FEED
THE
OPPORTUNITIES

ATTITUDE OF FORGIVENESS:

Forgive and forget. Our mind can remember and our mind can forget. For happiness, retain those thoughts which give you happiness and discard those thoughts which give you heartburns. Rama forgave Kakai as he realised that he became greedy by accepting Raj Tilak while the right thing for him would have been to request Dashratha to wait till his brothers had come to join the ceremony. One greedy act can lead to Ramayana! Forgive and be happy.



ATTITUDE OF NETWORKING:

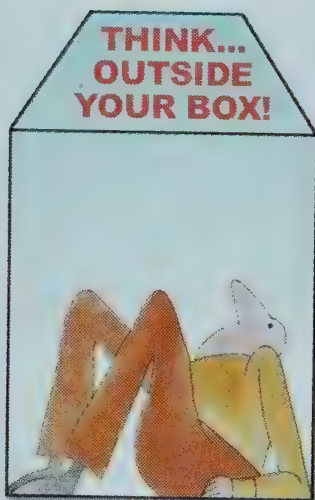
My mother used to tell me a good story. I told it to my children and now to my grand children. A Lion was snoring in the winter sun. A son of a rat started jumping on the lion. Boy, lion was furious and roared that "I am going to kill you." The rat blurted out, "Lion jee, you spare my life today, I will save your life some day." Well, well, well.. the amused lion had a hearty laugh and did his good deed of the day. And rat repaid the debt when the lion got caught in the net. Friends, keep on doing what you can, to whoever you can and that is it. At Harvard or Ahmedabad, it is called NET-WORKING!





ATTITUDE OF CHANGE:

Learn from my experience and thinking through approach. Never ever try to change anyone. Change yourself. Period.



ATTITUDE OF ZARA HATKE:

Zara Hat Ke (look at it from a different angle) is part of thinking “outside the box” mentality. Our parents and teachers tell us ‘No’ -about 1,50,000 times when we are growing up. Life is “life long learning” as well as de-learning process. And thinking creatively and innovatively, only we humans can do.



ATTITUDE OF STARTING:

Friends:- any problem or opportunity -just start doing something about it. Britishers had taught us- square peg won't go into a round hole and vice versa. To this, Americans (therefore... “can” at the end of American) say—well, start anyhow, take the first step and eventually a round peg will fit into a square hole. Wiser Chinese said-a journey of 1000 miles starts with a single step. Start.

The first step towards solving a problem is to begin.

ATTITUDE OF REMOVING MENTAL LOCKS:

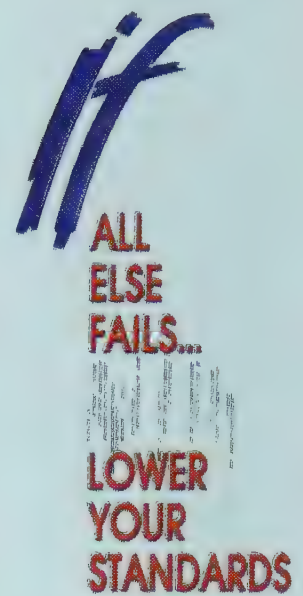
Sita jee crossed Laxman Rekha -why?

Because her mother had put a ‘mental lock’ on her mind—that of never sending a Sadhu away empty handed. Sita jee reacted and did not respond and in real life this happens when we don't think before responding. We suffer when we react and do not respond. Remember Birbal.



ATTITUDE OF LOWERING YOUR STANDARDS:

Your big hurts will come from those who are very close to you. Spouse, children, parents and so on. If you have, say, 3 sons and you are a richman, you will have more problems than Mr Bajpai!. What I have learnt in life is - if all else fails, lower your standards or expectations. You are likely to be more happy. Don't forget -no one can hurt you without your permission!



ATTITUDE OF REACT-ing VS RESPOND-ing:

In seminars, when I ask a gentleman, “if a girl teases you, will you cut her nose”? He and others laugh! Will you? You won't! Then, why did Laxmana do that to Sarupnakha and started the Ramayana? Friends, why you may have Laxmanas on your team. Ravana also reacted. Rama could have stopped his brother Laxmana or they could have gone to Ravana to say Sorry! Think of various scenarios. On the other hand, Birbal was a very wise man. Whenever Akbar reacted, he would respond by asking for time to THINK.



ATTITUDE OF KFP:

KFP stands for Kee Pharak Painda (what difference does it make!). In life, 96% of the situations or happenings are under this category. Rarely, it is a situation where BFP (bahut pharak painda -makes a lot of difference). Happiness depends upon your applying this gurumantra in your day to day living. Use commonsense. Observe. Think through. Third eye. I failed in 9th class and my father said KFP... this one gesture of his probably made it possible for me to be “speaking” to you. In Sholay, Hangal says to Hema Malini, “heaviest burden a man carries on his shoulders is the arthi (shroud) of his son.” This is BFP. Think about it and probably you can say KFP in respect of 90% of your ‘in case fears.’ You will be a happier person.



ATTITUDE OF "DHOBİ"...



In Ramayana, Rama conducts an opinion survey and gets the feed back from a Dhobi that if his (Dhobi's) wife had stayed outside of the house, he would have denounced her. Well, well... what will people say, what will auditors say, *log kaya kahenge*—I have learnt my lesson from Rama not to worry what people will say. I think through as to what should I do. When people say—*Kalyug*—I think it was then!! During the days of Draupdi, Sita jee, Yudhishtra—gambling away his wife and the properties of his brothers. Or Duronacharya - asking thumb of Ekalavya! Nowadays it is more of "Rama Rajya"!

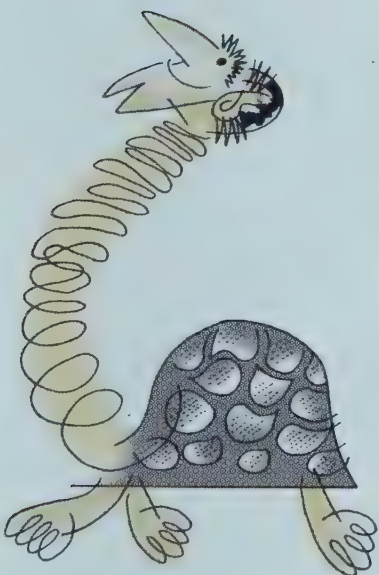
ATTITUDE OF SUKHIRAM VS DUKHIRAM:



There was a Yadav (milk seller) who sold milk door to door in milk cans. In the village, there were boys going to school. Boys are naughty. One of the boys picks up a bull frog and puts into a milk drum and closes the lid. The frog realises soon that he is in a big problem. From earlier experiences, he quickly realises that he has two choices: to curse (Dukhi Ram) or to rejoice (Sukhi Ram). He decides to be a Sukhi Ram and quickly does the 'SWOT' analysis of the situation. He responds to the situation and he realises his strength is swimming and he starts doing it! He is confident that sooner or later the Yadav will open the can and that will be his opportunity to jump to his freedom. He did that!

Another naughty boy put another bull frog into another drum. Soon this frog decided that there was no use fighting as the odds were piled against him. He drowned! Typical of a "Dukhi Ram" person whose attitude is so negative that he "enjoys" blaming every one else in the world for his misfortunes rather than doing something for himself.

ATTITUDE OF TORTOISE:



Who wins? The Tortoise. Rabbits go to sleep! Wise Americans say it very well: it ain't over till it is over! So, success and happiness comes when you discipline yourself by practicing good habits, slowly. Don't forget: you are going to live 90 ± 10 to 15 years i.e. 75 to 105. So where is the big hurry. Enjoy the flowers!

ATTITUDE OF "THINK..."

...there must be a better way;" to be a Mahaganesha and not a Gobarganesha. Learn from Ganesha the Gurumantra of THINK: ASK: DO. Big head for thinking of better ways. Small mouth to ask even stupid questions that get intelligent answers and which may increase your information to do your Karmas well. Ganesha hands represent DO IT NOW -because only when you start DOING that you get the feeling of success and happiness.



ATTITUDE OF FAIRNESS:

Life is not fair. I repeat. Life is not fair. Very often we wonder why good things happen to bad people and bad things happen to good people. Well... to me that is life. However, we can, to be more happy, do our best to remain fair to ourselves as well to others. This gives strength and inner happiness. This is a life long discipline and only then you will be able to live with yourself peacefully.



ATTITUDE OF HONESTY:

Well, honesty with a little bit of commonsense eventually pays! Many of us can afford to be honest but we become "Smartee" and create problems with ourselves. My story. An honest wood cutter. While cutting wood, his axe fell into the river. Started crying and eventually Jal Devta appeared and agreed to help. He dipped into river and brought up a gold axe. The wood cutter declined to accept. Next time—a silver one. Again, he declined to accept. Third time—his own and the wood cutter felt obliged. The Jal Devta insisted that the wood cutter accept all three. Well, his wife was delighted and next day insisted upon having Darshan of the Devta. While bending down, she fell into the river and again wood cutter started crying. Well, the Devta appeared again and agreed to help. He brought up Hema Malini and asked the wood cutter if she was his wife. The wood cutter said: yes. The surprised Devta said: Why are you not honest today. The wood cutter replied, Devtajee - if I had said no, you would have brought up Rekha. And if I had said no, you would have brought up my wife. If I had said yes, you would have said: take all three. Well...!!





THINKING is the most important job in management, whether it's management of yourself, your family, your employees or your customers. THINKING is the hardest job to do and therefore, we all hate to do it!

In thinking, what matters most is your attitude. The mind can think positively or it can think negatively. If you have to deal effectively with a problem, an opportunity, a note, a report, a letter or a write-up, you ought to be in a positive mood. Only you—and no one else—can put yourself in a positive mood. Wealth, wisdom, position, status (or

lack of it) make no difference. You are your best friend or your worst enemy.

At Think Inc. our research is aimed at finding Simple Ways™ to discover and invent commonsense approach you need to reach your goals. Our collection

of ideas and thought starters have been gathered and distilled from our professional journeys over decades, across continents and cultures. We are dedicated to helping you start thinking positively, creatively and innovatively. This is your key to success and happiness in the office and at home.



PROMOD BATRA, MBA, University of Minnesota, U.S.A. Started his professional career in India in 1963 with Escorts and retired from Escorts in 1996 as the Chief General Manager. Prior to joining Escorts he got his training with General Mills Inc., in America. General Mills is one of the largest food companies in America. He also had the unique experience to work with the Soyabean council of America which gave him the opportunity to travel the world to research and learn the agricultural needs of the world.

A dedicated Escortian, he had many opportunities to travel to various collaborators of Escorts in Europe, Americas and Japan. The travels were with the objective to learn from the various foreign collaborators and then to impart the learnings effectively to the Escorts family of employees and dealers. During his tenure he took dealers of Escorts on "Mini MBA" trips to Ford Motor Company of USA, objective was to train the dealers to learn new ways of thinking and doing. He also served as the Chief Administrator of Escorts Heart Institute for four years. The experience at Escorts Heart Institute allowed him the opportunity to learn the critical aspects of crisis management and stress management.

During his tenure with Escorts, he started to write and compile attitudinal and management books. He made the uncommon progression from being a writer to a self publisher of books. He is actively pursuing publishing. One of his books *Management Thoughts* sold over 3,00,000 in India and abroad. He has recently published a book authored by Mr. Chander Mohan, *From Zero to Blue Chip*, the story of the spectacular success of Punjab tractors.

Promod Batra is an avid trainer who has been conducting over 100 one day training workshops per year since 1996. Lately he has crossed the 150 days per year mark. He is very effective as a trainer. His approach is simple, but well thought. He has the unique advantage of being able to conduct training workshops for all the levels of the organization. He has conducted numerous training workshops in Punjabi in Punjab, for companies such as Nestle, and Glaxo Smith Kline Beecham. He conducts seminars and workshop in Hindi also. He is affiliated with organizations such as CII, AIMA and regional management associations and conducts workshops organized by them.



VIJAY BATRA, MBA, University of Pittsburgh, USA. Vijay Batra started his professional career with Marriott Corporation of America in 1984. In 1986 he was awarded the Fujitsu scholarship to study in Japan America Institute of Management Sciences (JAIS) in Hawaii, USA. After graduating with a diploma in Japanese Management from JAIS, he joined Kankaku Securities, an Investment Bank belonging to Daiichi Kangyo Bank group in 1987 in Tokyo, Japan. He worked in Kankaku from 1987 to 1999. Of his twelve years with Kankaku, he worked in New York office for nine years and three years in Tokyo office. He had the distinction of being promoted to the Vice President of Kankaku's New York Branch at the age of thirty two. He has been recognized as one of the best Sales professionals in the International Division of Kankaku Securities.

While working and living in America and Japan, he was exposed to various training workshops. The trainings he attended also ignited a passion in him to become a trainer himself. In July 1999, he left Kankaku Securities after successfully completing a tenure of twelve years of International Institutional marketing and sales. From August 1999 to November 1999, for a period of three months, he availed a unique opportunity to train with PHP, a think tank affiliated with Matsushita Electric Industries, the makers of National Panasonic brand of electronic equipments. At PHP, he honed his skills as a trainer. He devoted his time to learn the basics of Matsushita philosophy of successful management. His ability to communicate in Japanese gives him the advantage of interacting and learning effectively with the Japanese.

Vijay has joined his father Mr. Promod Batra. Together, both father and son team are striving to live lives full of passion, exploring simple ways to trigger positive thoughts and then sharing them effectively with as many people as possible, through Publications and conducting training workshops/seminars.

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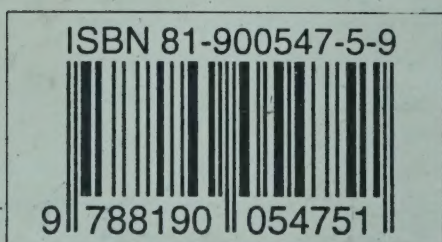
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Stress is like a rose bush! It depends on how you look at it. You might see the rosebush as a treacherous plant, its branches covered with sharp thorns with some rose flowers at the ends. Or you might see the rose bush as all roses with a few thorns underneath — and even these thorns crumble when you hold the bush forcefully with a gloved hand!

Life is full of problems, some of them very prickly indeed. You can magnify the problems. Or you can reduce them to brain-teasers and solve them one by one with better ideas. You can fall victim to stress, or make it work for you...

With full-page illustrations by Mickey Patel, and a foreword by Prof. M.L. Bhatia, Medical Director, Escorts Heart Institute and Research Centre.



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